

**Proposal Submitted to:**

Giancarlo Ladaga,  
Police Personnel Manager  
Durham Police Department  
Training/Personnel Services Division  
505 West Chapel Hill Street  
Durham, NC 27701

**Project Name:**

**Police Promotional Assessment**

**PROPOSAL  
FOR  
POLICE PROMOTIONAL  
ASSESSMENT SERVICES**

**Submitted by:**



**Morris & McDaniel, Inc.**

*Management Consultants*

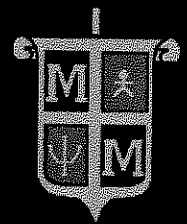
David M. Morris, Ph.D., J.D., President

117 South Saint Asaph Street

Alexandria, Virginia 22314

Telephone: (703) 836-3600

**November 4, 2014**



Washington, D.C.

Atlanta, GA

New Orleans, LA

Jackson, MS



**Morris & McDaniel**  
Management Consultants

117 South Saint Asaph Street  
Alexandria, VA 22314  
Telephone: 703-836-3600  
Fax: 703-836-4280  
www.morrisandmcdaniel.com

November 4, 2014

Giancarlo Ladaga, Police Personnel Manager  
Durham Police Department  
Training/Personnel Services Division  
505 West Chapel Hill Street  
Durham, NC 27701  
Project Name: Police Promotional Assessment

Dear Mr. Ladaga:

Morris and McDaniel is pleased to submit our proposal to conduct Police Promotional Assessment Process for the City of Durham Police Department to assist in identifying incumbents within the Department who are best qualified for promotion to the ranks of Police Corporal, Sergeant, Lieutenant, and Captain.

We know our firm has the depth professional experience in protective service work required for this project. Our record of superior performance extends over thirty-eight (38) years. We have successfully served the following sample of law enforcement jurisdictions: Georgia Association of Chiefs of Police, Houston Police Department, Austin Police Department, Jefferson Parish Sheriff's Office, Newport News Police Department, Norfolk Police Department, DeKalb County Sheriff's Office, and Chattanooga Police Department. We have been awarded the New York City Entry-Level Police and Fire projects, and the Fire Lieutenant and Battalion Chief projects in San Francisco. We are pleased that, among the many clients around the country that we have served well, we can include the Durham Police Department, where we successfully conducted the Department's promotional testing process in 2013. We would be proud to serve you again in this capacity, and we are enthusiastic about the opportunity to demonstrate our abilities to render the highest caliber of professional service. Joe Nassar, Co-Owner and Vice President, or I, as Co-Owner and President, have the designated authority to enter into contract discussions and negotiations and sign a contract on behalf of Morris & McDaniel, Inc. Either principal can be contacted during the period of evaluation and act promptly on contract administration if awarded the project. Morris & McDaniel understands that time is of the essence and is prepared to immediately start working on this project upon contract award. Our firm will work closely with the Department toward mutually agreeable project goals and schedules. This offer will remain open and valid for ninety (90) days from the opening date.



We have paid particular attention to the expressed needs of the Department as outlined in the RFP, and we believe this proposal is responsive to the information you require and will demonstrate why Morris & McDaniel will best serve the needs of the Durham Police Department specifically as follows:

### **Test Validation and Promotional Assessment Expertise**

Morris & McDaniel is a national leader in conducting test, development, validation and assessment projects. We have been recognized by the Society of Industrial Organizational Psychology as being "an authoritative source" in the area of building E.E.O. defensibility into tests and personnel systems. (APA; Division 14 Publication on Conducting and Evaluating Continuing Education Workshops, 1985). In terms of serving the public sector in developing legally defensible selection systems, we know of no other firm that can match our record. In our 36 years of providing protective service assessment work, our assessment procedures have been successful in enfranchising minorities and females into protective service positions, while emphasizing merit-based principles.

### **Assessment Center Philosophy**

An in-depth understanding of our clients and their environment is our goal. This approach allows us to provide more effective personnel assistance. Our emphasis is not limited to developing and conducting valid assessment procedures. It includes establishment of sound procedures and consistent methodologies and is based upon an examination of the underlying rationale of the system and the needs it serves.

This "business approach" places emphasis on timely involvement of the principals in all aspects of the project. We recognize the importance of open and timely communication between personnel psychologists and their clients. We will make every effort to be responsive to your requests for special engagements and, where appropriate, at your request we will actively participate in various management and committee meetings related to this project.

### **The Team of Professionals**

The principals, associates, and staff who will serve you have extensive experience and expertise in conducting this type of project. The team we have assembled to meet your needs is unmatched both in extensive professional experience and professional training. The resumes of these individuals are included in this proposal.



Giancarlo Ladaga, Police Personnel Manager  
Durham Police Department  
November 4, 2014  
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In the final analysis, the credentials, experience and reputation that we describe and offer in this proposal uniquely qualify Morris & McDaniel for your project. We believe, however, that excellence in service is based on more than just the talents of the individuals and the resources of their firm; it is dependent on the interest and enthusiasm which they commit to serve the needs of the client. We are prepared to provide this interest in full measure.

Sincerely,

A handwritten signature in cursive script that reads "David M. Morris".

David M. Morris, Ph.D., J.D.  
President

DMM/jt  
Enclosures



## REQUIRED SUBMITTALS





**CITY OF DURHAM**

*Finance Department*

101 CITY HALL PLAZA, ANNEX BLDG. | DURHAM, NC 27701

919.560.4132 | F 919.560.4325

www.durhamnc.gov

October 10, 2014

**ADDENDUM NO. 1**

**Request for Proposal  
Police Promotional Assessment Services**

**TERM CONTRACT FOR**

Notice to: Prospective Bidders

This addendum containing the following additions, clarifications, and/or changes, is issued prior to receipt of bids and does hereby become part of the original specifications and documents and supersedes the original specifications and documents in case of conflict. Receipt of this addendum must be acknowledged by signing in the area indicated below. **This addendum must be signed and returned with your sealed bid.** In the event that your sealed bid has been mailed prior to receiving this addendum, you may submit the addendum by fax or in a second sealed envelope clearly marked as an addendum to be attached to **RFP Police Promotional Assessment Services**. This addendum and bid response must be received by **2:00pm**, on the **6th** day of **November, 2014** as amended below. Failure to do so will result in the disqualification of the corresponding bid.

See Sections 1.01, 1.02, 2.02, 2.03:

Pages 5, 6, 16, 17

Change time of events to read as follows:

Proposals must be received no later than **2:00 P.M. EDT** on November 6, 2014.

On October 16, 2014 at **2:00 P.M. EDT**, a Pre-Proposal Meeting will be held in Durham Police Department Headquarters Community Room, at 505 West Chapel Hill Street, Durham, North Carolina 27701.

On November 6, 2014 at 2:00 P.M. EDT, the sealed Proposals shall be opened publicly at Durham Police Headquarters in the Community Room on the first floor at 505 West Chapel Hill Street, Durham, NC 27701.

All other specifications, terms and conditions remain as required in the initial Request for Proposals.

Respectfully,

Purchasing Agent's Name  
Purchasing Agent  
Purchasing Division

**I have read and acknowledge receipt of Addendum No. 1**

Company: MORRIS + McDANIEL, INC. Date: NOV. 4, 2014  
Name: DAVID M. MORRIS Signature: [Signature]  
Ph. D., J.D.

8.06

Affidavit

AFFIDAVIT

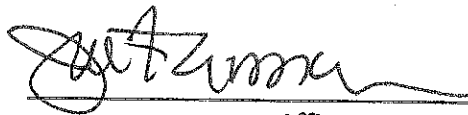
State of VIRGINIA

County of FAIRFAX

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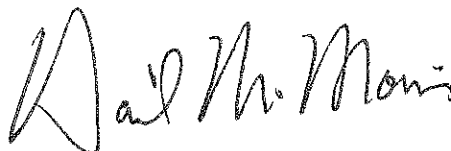
JOE F. NASSAR, appearing before the undersigned notary public and being duly sworn, says that:

He (~~she~~), JOE F. NASSAR swears or affirms that he (~~she~~) has not engaged in collusion with any City of Durham employee(s), other person(s), corporations, other business entities, or firms relating to this bid, Proposal or quotation. He (~~she~~) acknowledges that collusive bidding is a violation of North Carolina and federal law, and could result in fines, prison sentences, and civil damage awards.



Affiant

Sworn to (or affirmed) and subscribed before me this 4th day of  
NOVEMBER, 2014



My commission expires JANUARY 31, 2015



DECLARATION OF PERFORMANCE BY CONSULTANT/VENDOR/CONTRACTOR

Briefly address each of the following items:

1. A brief description of the company and the products/services it provides:
2. Describe the normal procedure used on a bid of this type, giving the flow of purchase from the company to the ultimate purchaser:
3. List anyone outside of your company with whom you shall contract on this bid:

The undersigned consultant/Vendor/Contractor certifies that: (check appropriate box)

- a) ☒ It is the normal business practice of the consultant/Vendor/Contractor to perform all elements of the Contract with its own Workforce without the use of Subvendor/Contractors/vendors; and
- b) ☐ That the above documentation demonstrates this *firm's* capabilities to perform all elements of the Contract with its own Work force or without the use of Subvendor/Contractors/vendors.
- c) ☐ The Vendor/Contractor shall use a sub-consultant(s) in the fulfillment of this scope of Work.

NOV- 4, 2024

Date



Authorized Signature

**PARTICIPATION DOCUMENTATION**  
**(TO BE COMPLETED BY PRIME CONSULTANT/VENDOR/CONTRACTOR ONLY)**

Names of all firms

Project (including

prime and

sub-consultants/sub-  
contractors)

Location

SDBE

Firm

Yes/No

Nature

of  
Participation

% of Project  
Work

MORRIS + McDANIEL	ALEXANDRIA VA	NO	100%	100%

TOTAL 100%

DAVID M. MORRIS, PH.D., J.D. MORRIS + McDANIEL, INC.  
 Name - Authorized Officer of Prime Consultant/Vendor/Contractor Firm (Print/Type)

David M. Morris, PRESIDENT  
 Signature - Authorized Officer of Prime Consultant/Vendor/Contractor Firm

NOV. 4, 2014  
 Date

### Managerial Profile

Name of Firm: MORRIS & Mc DANIEL, INC.  
 Contact Person: DAVID M. MORRIS, PH.D., J.D.  
 Title: PRESIDENT  
 Address: 117 SOUTH ST. ASAPH STREET ALEXANDRIA, VA  
 Telephone No.: (703) 836 3600  
 Date: NOV. 4, 2014 22314

List the managerial persons in your Work force who shall be participating in this project, including name, position, and whether the individuals are minority or woman within the definition\* of the City of Durham's Equal Business Opportunity Ordinance.

### Managerial Employees

NAME	POSITION	SOCIALLY/ECONOMICALLY DISADVANTAGED* (YES/NO)
<u>JOE F. NASSAR, MPA</u>	<u>VICE PRESIDENT</u>	<u>NO</u>
<u>ROGER McMillin, J.D.</u>	<u>VICE PRESIDENT &amp; OPERATIONS</u>	<u>NO</u>
<u>MARK MINCY, PH.D. (ABD)</u>	<u>SENIOR CONSULTANT</u>	<u>NO</u>
<u>KIM ANDERSON, M.S.</u>	<u>SENIOR CONSULTANT</u>	<u>FEMALE</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

\* M-Minority (African American), W-Woman, Other-H-Hispanic, AI-American Indian, AS-Asian American, Disabilities

EQUAL EMPLOYMENT OPPORTUNITY STATEMENT  
 (You may submit your organization's EEO policy in lieu of this sheet)

# MORRIS & McDANIEL, Inc.

## EMPLOYEE BREAKDOWN

### Part A - Employee statistics for the primary location.

Employment category	Total employees	Total males	Total females	M---a---i---e---s					F---e---m---a---i---e---s				
				White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native	White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native
Project manager													
Professional	8	5	3	5					3				
Technical	3		3						2		1		
Clerical	7		7						7				
Labor													
Totals	18	5	13	5					12		1		

### Part B - Employee statistics for the consolidated company. (See instructions for this form on whether this part is required.)

Employment category	Total employees	Total males	Total females	M---a---i---e---s					F---e---m---a---i---e---s				
				White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native	White	Black	Hispanic	Asian or Pacific Islander	Indian or Alaskan Native
Project manager													
Professional													
Technical													
Clerical													
Labor													
Totals													

NOT APPLICABLE

Letter of Intent to Perform as a Sub-Consultant

The undersigned intends to perform Work in connection with the above project as a SDBE:

Minority (African American) ☐ Woman ☐ Hispanic ☐

American Indian ☐ Asian American ☐ Disability ☐

The SDBE status of the undersigned is certified by the City of Durham as identified by the attached copy of certification or the attached SDBE Vendor/Contractor Identification List supplied by the EO/EA Department.

The undersigned is prepared to perform the following described Work in connection with the above project (specify in detail particular Work items or parts thereof to be performed):

You have projected the following commencement date for such Work, and the undersigned is projecting completion of such Work as follows:

<u>ITEMS</u>	<u>PROJECTED COMMENCEMENT DATE</u>	<u>PROJECTED COMPLETION DATE</u>

The consultant shall subcontract \_\_\_\_\_ % of the dollar value of this Contract to a SDBE sub-consultant/Subvendor/Contractor and/or non-SDBE sub-consultant/Subvendor/Contractor.

The undersigned shall enter into a formal agreement in the amount of \$\_\_\_\_\_ for the above Work with you, conditioned upon your execution of a Contract with the City of Durham.

Name \_\_\_\_\_ Title \_\_\_\_\_

Company \_\_\_\_\_ Telephone \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

Signature \_\_\_\_\_

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REQUEST TO CHANGE SDBE PARTICIPATION

Project: \_\_\_\_\_

Name of bidder or consultant: \_\_\_\_\_

Name/title of representative bidder or consultant: \_\_\_\_\_

Address (including zip code): \_\_\_\_\_

Telephone number: \_\_\_\_\_ Fax number: \_\_\_\_\_

Email address: \_\_\_\_\_

Total amount of original Contract, before any change orders or amendments: \_\_\_\_\_

Total amount of the Contract, including all approved change orders and amendments to date, but not counting the changes proposed in this form: \_\_\_\_\_

Dollar amount of changes proposed in this form: \_\_\_\_\_

The proposed change (*check one*) ☒ increases ☐ decreases the dollar amount of the bidder's/consultant's Contract with the City.

Does the proposed change decrease the SDBE participation? (*check one*) ☐ yes ☐ no

If the answer is yes, complete the following:

**BOX A. For the Subcontract proposed to be changed (increased, reduced, or eliminated):**

Name of sub-consultant: \_\_\_\_\_

Goods and services to be provided before this proposed change: \_\_\_\_\_

Is it proposed to eliminate this Subcontract? ☐ yes ☐ no

If the Subcontract is to be increased or reduced, describe the nature of the change (*such as adding \$5,000 in environmental Work and deleting \$7,000 in architectural*): \_\_\_\_\_

Dollar amount of this Subcontract before this proposed change: \_\_\_\_\_

Dollar amount of this Subcontract after this proposed change: \_\_\_\_\_

This sub-consultant is (*check one*):

☐ 1. City-certified Black-owned SDBE

☐ 2. City-certified Women-owned SDBE

☐ 3. City-certified SDBE that is neither Black-owned nor women owned, but to be credited as

☐ 3(a) Black-owned SDBE

☐ 3(b) Women-owned SDBE

☐ 4. not a City-certified SDBE

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**BOX B. Proposed Subcontracts other than the Subcontract described in Box A above**

Name of Subvendor/Contractor for the new Work: \_\_\_\_\_

Goods and services to be provided by this proposed Subcontract: \_\_\_\_\_

Dollar amount proposed of this proposed Subcontract: \_\_\_\_\_

This Subvendor/Contractor is (check one):

1. City-certified Black-owned SDBE
2. City-certified women-owned SDBE
3. City-certified SDBE that is neither Black-owned nor women owned, but to be credited  
as 3(a) Black-owned SDBE      3(b) Women-owned SDBE
4. not a City-certified SDBE

Add additional sheets as necessary.

**SDBE GOALS NOT HAVING BEEN MET.** The following information must be presented by the consultant concerning good faith efforts taken.

It is the responsibility of consultants to make good faith efforts. Any act or omission by the City shall not relieve them of this responsibility. For future efforts, it shall be comprised of such efforts which are proposed to allow equitable participation of socially and economically disadvantaged employees and sub-consultants/Subvendor/Contractors. The City Manager shall apply the following criteria, with due consideration of the quality, quantity, intensity and timeliness of efforts of consultants/Vendor/Contractors, in determining good faith efforts to engage SDBEs along with other criteria that the City Manager deems proper:

Name of Bidder: MORRIS & McDANIEL, INC.

*If you find it helpful, feel free to attach pages to explain your answers. How many pages is your firm attaching to this questionnaire? \_\_\_\_\_ (Don't count the 2 pages of this questionnaire.)*

*If a yes or no answer is not appropriate, please explain the facts. All of the answers to these questions relate only to the time before your firm submitted its bid or Proposal to the City. In other words, actions that your firm took after it submitted the bid or Proposal to the City cannot be mentioned or used in any answers.*

**1. SOLICITING SDBEs.**

(a) Did your firm solicit, through all reasonable and available means, the interest of all SDBEs certified

(that is, in the City's database) in the scope of Work of the Contract? ☐ yes ☐ no

(b) In such soliciting, did your firm advertise? ☐ yes ☐ no Are you attaching copies to this

questionnaire, indicating the dates and names of newspaper or other publication for each ad if that

information is not already on the ads? ☐ yes ☐ no

(c) In such soliciting, did your firm send written (including electronic) notices or letters? Are you

attaching one or more sample notices or letters? ☐ yes ☐ no

(d) Did your firm attend the pre-bid conference? ☐ yes ☐ no

(e) Did your firm provide interested SDBEs with timely, adequate information about the plans, specifications, and requirements of the Contract? ☐ yes ☐ no

(f) Did your firm follow up with SDBEs that showed interest? ☐ yes ☐ no

(g) With reference to the SDBEs that your firm notified of the type of Work to be subcontracted did your firm tell them:

(i) the specific Work your firm was considering for subcontracting? ☐ yes ☐ no

(ii) that their interest in the Contract is being solicited? ☐ yes ☐ no



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(iii) how to obtain and inspect the applicable plans and specifications and descriptions of items to be purchased? ☐ yes ☐ no

**2. BREAKING DOWN THE WORK.**

(a) Did your firm select portions of the Work to be performed by SDBEs in order to increase the likelihood that the goals would be reached? ☐ yes ☐ no

(b) If yes, please describe the portions selected. **ANSWER:**

**3. NEGOTIATION.** In your answers to 3, you may omit information regarding SDBEs for which you are providing Form E-105.

(a) What are the names, addresses, and telephone numbers of SDBEs that you contacted? **ANSWER:**

(b) Describe the information that you provided to the SDBEs regarding the plans and specifications for the Work selected for potential subcontracting. **ANSWER:**

(c) Why could your firm not reach agreements with the SDBEs that your firm made contact with? Be specific. **ANSWER:**

**4. ASSISTANCE TO SDBEs ON BONDING, CREDIT, AND INSURANCE.**

(a) Did your firm or the City require any Subvendor/Contractors to have bonds, lines of credit, or insurance?

☐ yes ☐ no (Note: In most projects, the City has no such requirement for Subvendor/Contractors.)

(b) If the answer to (a) is yes, did your firm make efforts to assist SDBEs to obtain bonds, lines of credit, or insurance? ☐ yes ☐ no If yes, describe your firm's efforts. **ANSWER:**

(c) Did your firm provide alternatives to bonding or insurance for potential Subvendor/Contractors?

☐ yes ☐ no If yes, describe. **ANSWER:**

**5. GOODS AND SERVICES.** What efforts did your firm make to help interested SDBEs to obtain goods or services relevant to the proposed subcontracting Work? **ANSWER:**

**6. USING OTHER SERVICES.**

(a) Did your firm use the services of the City to help solicit SDBEs for the Work?

☐ yes ☐ no

Please explain. **ANSWER:**

(b) Did your firm use the services of available minority/women community organizations, minority and women Vendor/Contractors' groups, government-sponsored

NOT APPLICABLE

minority/women business assistance agencies, and other appropriate organizations to help solicit SDBEs for the Work? ☐ yes ☐ no

Please explain. **ANSWER:**

**Morris & McDaniel's Response to RFP Section 1.17, Conflict of Interest**

Neither Morris & McDaniel nor any of its officers, principals, or employees have any possible conflict of interest with the City of Durham, Durham Police Department, or any member(s) of these Departments.

**Morris & McDaniel's Response to RFP Section 3.14, EEO Provisions**

During the term of this contract, Morris & McDaniel agrees to remain in compliance with all provisions as set forth in this Section.

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## I. INTRODUCTION

In response to Section 6.02 of the RFP, the complete name and address of the vendor/Contractor firm, and the name, mailing address, and telephone number of the person(s) the Police Department should contact regarding the Proposal are provided below. The City may contact either principal of Morris & McDaniel regarding our proposal. Furthermore, we confirm that Morris & McDaniel will comply with all of the provisions in the RFP, particularly all the deliverables as outlined in Section 5.02.

**Morris & McDaniel, Inc.**

**Federal Tax ID Number: 640595753**

**Contact:** Dr. David M. Morris, President

**Contact:** Mr. Joe Nassar, Vice-President

117 S. Saint Asaph Street

Alexandria, VA 22314

Telephone: (703) 836-3600

Facsimile: (703) 836-4280

Email: [contact@morrisandmcdaniel.com](mailto:contact@morrisandmcdaniel.com)

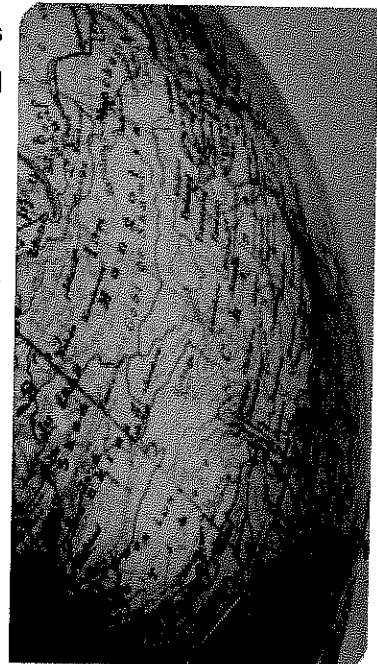
**Notice: Morris & McDaniel, Inc. qualifies as a City of Durham bidder.**

## DESCRIPTION OF OUR FIRM

Morris & McDaniel was founded in 1976, and the principals of the company have been full-time in the business of Industrial and Organizational Psychology ever since including the development, scoring, administration, validation and defense of entry-level and promotional examinations for public safety occupations. In 2004, we opened our International Division, and for three (3) years, our firm assisted the U.S. Department of Defense in assessing police candidates for the Iraqi Civilian Police Force at testing centers in Baghdad, Erbil, Mosul, Sulaymaniyah, Al Kut, Al Hillah, and Basrah, and screening and translation of scoring procedures for the newly created National Iraqi Intelligence Agency (NIIA) in Baghdad.

Our company has offices in the following cities:

- Washington, D.C. (Alexandria, Virginia);
- Atlanta, Georgia;
- New Orleans, Louisiana; and
- Jackson, Mississippi.



Our Washington, D.C. office will be the principal office servicing the Durham Police Department project. Our first project as a corporate entity was an empirical content validation of entry-level tests used by a protective service organization. Based on our study, the lawyers for the plaintiffs elected not to challenge the testing process. Since that time, we have conducted a wide variety of human resource projects for public and private sector organizations including protective services and public safety, with extensive experience in promotional testing in the fields of law enforcement, fire/EMS, and corrections. Specifically, Morris & McDaniel has provided consulting services to numerous law enforcement organizations (including AMTRAK, State of Florida Department of Law Enforcement, Georgia Association of Chiefs of Police, Harbor Police Port of New Orleans, Iraqi Police Service, Mississippi Highway Patrol, Palm Beach County Sheriff's Office, Newport News Police Department, Houston Police Department, Jefferson Parish Sheriff's Office, University of Texas at Houston Police Department, U. S. Capitol Police, U. S. Secret Service), fire departments (including Kansas City Fire Department, Memphis Fire Department, Norfolk VA Fire Department, Orange County Fire Rescue Department, Brevard County Fire Rescue Department, Palm Beach County Fire Rescue Department), airports (including Jackson International Airport Authority, Metropolitan Washington Airport Authority), three legal departments (including the City of Philadelphia Legal Dept.), human resource departments (MS State Personnel Board, Massachusetts Department of Personnel Administration, Wyoming State Department of Personnel), educational institutions (including MS Dept. of Education, Palm Beach Community College, Santa Fe Community College) and private corporations (including Cargill Corporation, Canal Barge, Inc., Placid Refining Company, Saks, Inc., Wayne Farms, Inc.).

There are few firms that can match our depth of experience in developing valid, legally defensible, and fair tests for protective service and public safety organizations. We have developed combinations of written tests, performance-based assessment centers, structured interviews, and training and experience ratings for numerous law enforcement, corrections, and fire departments in several states. We have conducted job analyses and have written law enforcement and fire promotion written knowledge tests for a variety of ranks. All these test items were written by our staff from materials which were identified in the job analysis as being relevant. Such materials included local general orders, special orders, rules and procedures, relevant sections (e.g., search and seizure) of State and Federal laws, and relevant external textbooks.

We have developed tailor-made oral boards and assessment centers to meet the specific needs of numerous protective service and public safety organizations. The exercises



for these assessment centers were developed entirely by our staff, based on information derived from our job analysis efforts. We also conducted each of these assessment centers, including training of candidates, training of assessors, designing and managing the actual assessment process (candidates performing the exercises), managing the assessment council activities (assessors arriving at final scores), and providing written feedback to candidates.

In these law enforcement and fire assessment systems, we have assessed from 10 to 6,000 candidates at one time. In the case of the larger numbers, we have made extensive use of video-based assessment (use of video and audio equipment) for both presentation of practical exercise materials and recording of candidates' performance. We also have made use of innovative techniques such as multiple-choice in-basket and multiple-choice questions coupled with video vignettes. We believe in the use of video-based assessment which ensures a fair and valid process over live assessment procedures.

We feel that our firm is unsurpassed in the development of valid, legally defensible, and fair promotional systems. Many of our promotional systems have been conducted in highly litigious situations. Most of our tests and assessments have been viewed by lawyers, as well as test candidates, as being so fair that there were no legal challenges.

Dr. Morris, Principal Project Leader, has been an expert witness in Federal Court on numerous occasions. With a few exceptions, these were Title VII cases. Dr. Morris, a Psychologist with licensing in Industrial/Organizational Psychology and an attorney, has been recognized by the profession of Industrial/Organizational Psychology as "an authoritative source in designing personnel systems which emphasize legal fairness and legal defensibility." Dr. Morris is also a diplomat of the American Board of Psychological Specialties.

#### *Job Analysis*

Job analysis is the basis for all personnel management systems including test development, performance appraisal, staffing procedures, human resource planning, job classification and evaluation, and training program development. The job analysis procedure identifies work tasks and behaviors and the knowledge, skills, and abilities required to perform these tasks. Morris & McDaniel has many years of experience in conducting job analyses for a broad range of blue and white collar occupations in both the private and public sectors. We have developed job analysis procedures that have withstood legal challenges on several occasions. We have designed and presented seminar programs for managerial personnel and job analysts on multi-purpose job analysis techniques.





Morris & McDaniel has conducted job analyses for physically demanding, as well as sedentary, occupations that require a wide variety of physical, cognitive, interpersonal, technical, managerial, and other skills.

#### *Employee Selection, Promotion, and Placement*

Morris & McDaniel has considerable experience developing job-related employee selection and placement procedures. Our projects involve designing valid job-knowledge tests and assessment centers that are tailored to specific occupations and work settings, implementing the selection process for private and public sector clients, and conducting structured interviews for placement of managerial personnel. Job-knowledge tests have been developed for numerous police and fire departments, welfare case workers, correctional officers, and grain operators, to name only a few occupations. Morris & McDaniel has completed the development of job-related examinations for over 340 jobs in state government. To our knowledge, no other similar consulting firm has such an extensive base of experience with so many jobs found in local and state government organizations. With this base of experience, we have refined task inventories for a very extensive list of jobs in local and state government. We have considerable experience in developing and implementing non-traditional tests, i.e., practical simulation tests, using videos, multiple-choice in-baskets, and structured oral interviews.

#### *Assessment Centers*

Morris & McDaniel staff members have considerable experience in the design and implementation of state-of-the-art assessment centers for supervisory and managerial positions. Our projects have involved the use of multiple assessment techniques and exercises tailored to specific occupations and work settings, as well as multiple trained observers or assessors. Examples of projects involving the design and implementation of assessment centers are the Colorado Springs Police Department, Norfolk Police and Fire Departments, Austin Police Department, Palm Beach County Sheriff's Office and Fire-Rescue, Jefferson Parish Sheriff's Office, Memphis Fire Department, Kansas City Fire Department, to name only a few. Our work in assessment centers involves not only design and implementation, but also training seminars and professional lectures and articles. Members of our staff have delivered keynote addresses at the International Congress on the Assessment Center Method.

#### *Employment Discrimination Law*

Morris & McDaniel is a firm of Industrial/Organizational Psychologists. The senior principal, also a licensed attorney, has expertise in employment discrimination law and has broad experience in Title VII litigation. This includes preparation of case materials, delivering



deposition and expert testimony, conducting validation studies and statistical analyses of employment practices, and developing and implementing new personnel systems to comply with consent decrees. Our projects have included performing adverse impact analyses and evaluating employer compliance with legal and regulatory requirements. We have advised how to develop a legally defensible selection system, including the consideration of minimum qualifications. Morris & McDaniel has also conducted several projects to develop and validate new selection procedures that comply with legal requirements and consent decrees.

#### *Legal and Regulatory Issues*

Morris & McDaniel has given expert opinions in federal courts on the interpretation of the Uniform Guidelines on Employee Selection Procedures. In addition to our activities in interpreting the Uniform Guidelines, Morris & McDaniel staff

Morris & McDaniel is considered by many to be the leading firm in the nation for solving diversity issues for large protective services (fire/EMS, law enforcement and corrections) in their selection and promotional procedures.

members have broadened these efforts by developing and presenting several conference seminars and courses for personnel managers, psychologists, and lawyers in the public and private sectors in this country and in Great Britain. We have also published professional articles and contributed to books regarding the interpretation of the Uniform Guidelines. One staff member served on the Task Force of the Society of Industrial and Organizational Psychology

to provide comments on possible revisions for the AERA, NCME, APA Standards for Educational and Psychological Tests.

Morris & McDaniel, Inc. is considered by many to be the leading firm in the nation for solving diversity issues for large protective services (law enforcement, corrections, and fire/EMS) in their selection and promotional procedures.

We have been asked to help two other large metropolitan fire departments with their promotional procedures with appropriate diversity as a goal. The Kansas City Fire Department was dealing with diversity issues and facing EEO scrutiny when they invited a proposal from our firm. That was in 2001, and today, our firm has handled every selection and promotional procedure for the ranks of Deputy Chief, Battalion Chief, and Fire Captain with no adverse impact. We remain under contract and, in spring of 2013, our firm conducted the sixth entry-level selection process for the Kansas City Fire Department.

Since 2002, the City of Memphis, Tennessee, Testing and Recruitment Division, has used our firm for Fire promotional testing (Fire Suppression ranks of Battalion Chief, Division Chief, Lieutenant, Fire Driver and Air Rescue Chief; Fire Prevention Ranks of Fire Inspector,



Fire Inspection Supervisor, Fire Investigations and Assistant Fire Marshal; Fire Communications Ranks of Senior Fire Alarm Operator and Watch Commander; and EMS Ranks of Battalion Chief, Division Chief, and Lieutenant). After we tested 1,000 candidates for over three promotional ranks, Director Chester Anderson, the former Chief of the Fire Service, said that it was the first time in 30 years that there was no litigation and that we had achieved excellent diversity in the final lists. Morris & McDaniel, Inc. has continued to demonstrate excellence to our clients in the successful development and administration of entry-level and promotional public safety projects.

**In the last decade, we have not failed to achieve diversity for cities that have followed our suggested and implemented Fire and Police procedures.**

Morris & McDaniel, Inc. was the "go to" firm for both the Philadelphia Police Department and the Mississippi Highway Patrol, two jurisdictions that have had diversity issues and long protracted litigation. Our assistance in both cases was by invitation, not by bid. Our reputation as the firm that "solves the problem," not the firm that "will try to address it," was earned by assisting many jurisdictions after several frustrating attempts on the clients' part with other vendors. Morris & McDaniel, Inc. is one of only three testing firms allowed to conduct testing for Entry-Level Law Enforcement Officer and Correctional Officer for the Florida Department of Law Enforcement (i.e., for law enforcement and correction jurisdictions throughout the State of Florida).

Our work with the Mississippi Highway Patrol involving their entry-level selection procedures resulted in exceeding the parity goals established by the litigants during the four separate administrations (2005, 2006, 2007, and 2011).



## INSURANCE

Morris & McDaniel holds the following insurance coverage. Upon award of the contract, Morris & McDaniel will agree to add the City of Durham as an Additional Insurance and provide the City with a Certificate of Insurance.

Auto Liability	- \$1,000,000 any one accident
General Liability	- \$1,000,000 per occurrence - \$2,000,000 general aggregate
Workers Compensation	Statutory: Virginia and Mississippi
Coverage A	
Employer's Liability	- \$1,000,000 each accident
Coverage B	- \$1,000,000 disease policy limit - \$1,000,000 each employee
Excess/Umbrella Liability	- \$2,000,000 each occurrence aggregate
Errors and Omissions	- \$1,000,000 each wrongful act - \$3,000,000 aggregate

## VALIDITY, PROFESSIONALISM, AND CUSTOMER SATISFACTION ASSURANCE

### *Test Validation and Promotional Assessment Expertise*

Morris & McDaniel is a national leader in conducting test development and validation and assessment projects. We have been recognized by the Society of Industrial Organizational Psychology as being "an authoritative source" in the area of building E.E.O. defensibility into tests and personnel systems. (APA; Division 14 Publication on Conducting and Evaluating Continuing Education Workshops, 1985). In terms of serving the public sector in developing legally defensible selection systems, we know of no other firm that can match our record. In our 30+ years of providing protective service assessment work, our assessment procedures have been successful in enfranchising minorities and females into protective service positions, while emphasizing merit-based principles.

### *Assessment Philosophy and Customer Involvement*

An in-depth understanding of our clients and their environment is our goal. This approach allows us to provide more effective personnel assistance. Our emphasis is not limited to developing and conducting valid assessment procedures. It includes establishment of sound procedures and consistent methodologies and is based upon an examination of the underlying rationale of the system and the needs it serves.



This "business approach" places emphasis on timely involvement of the principals in all aspects of the project. We recognize the importance of open and timely communication between personnel psychologists and their clients. We will make every effort to be responsive to your requests for special engagements and, where appropriate, at your request we will actively participate in various management and committee meetings related to this project.

#### *The Team of Professionals*

The principals, associates, and staff who will serve you have extensive experience and expertise in conducting this type of project. The team we have assembled to meet your needs is unmatched both in extensive professional experience and professional training.

In the final analysis, the credentials, experience and reputation that we describe and offer in this proposal uniquely qualify Morris & McDaniel for your project. We believe, however, that excellence in service is based on more than just the talents of the individuals and the resources of their firm; it is dependent on the interest and enthusiasm which they commit to serve the needs of the client. We are intent upon exceeding your expectations and delighting you with our performance.

#### *Project Control Mechanisms and Quality Control Mechanisms*

At the beginning of the project, we recommend the establishment of a Project Committee consisting of appropriate decision-makers or their designees from the Department, representatives from the Department and appropriate project personnel from the Morris & McDaniel team. The Project Committee will be invaluable in assuring commitment and involvement of persons who may not become actively involved without a formal structure. The commitment and involvement from these people could be instrumental in the success of the project. We shall seek guidance from the Department project staff and Police Chief as to who should be on the Project Committee.

Morris & McDaniel recommends monthly contract management performance reviews to ensure the project is on course, to measure performance levels and make adjustments as necessary. The frequency of these meetings will be adjusted if there are issues of extreme importance, tight timelines, or any problems with performance. Actions discussed at these meetings will be recorded along with responsibilities and due dates. We have reviewed the steps in our promotional process production process and determined what happens at each step and who is in charge of that step. We have thoroughly documented these procedures and made certain that they are repeatable. We create "checkpoints" throughout our process to catch mistakes as early as possible. We clarify roles and make certain staff members know their roles. We try to identify, where possible, how mistakes can be made. If we use suppliers,



we make sure that they have quality assurance processes as well. Our firm's quality control process includes assigning tasks to a staff member for completion with review by another staff member for quality and appropriateness after completion. If necessary, the project task will be reviewed by additional staff. After staff reviews, there is a management review prior to sharing the work with Department subject matter experts. In essence, we believe in peer review as well as supervisory review. We follow this same process to ensure the accuracy, timeliness, and delivery of project work products, including candidate ranking lists and validity and statistical reports.

### *Business Management*

Business management will be the responsibility of the Vice President of Logistics/Operations. He will monitor operations and ensure we invoice the appropriate public department for work accomplished according to an agreed upon schedule. They will be supported by the Chief Financial Officer of Morris & McDaniel.

Morris & McDaniel certifies that our accounting system conforms with generally accepted accounting principles, is sufficient to comply with the contract's budgetary and financial obligations, and is sufficient to produce reliable financial information.

## **EXAMINATION EXPERIENCE**

Our approach in test development is collaborative. Based on the job analysis review, we shall make a recommendation of the types of assessments that are typically used to assess particular competencies and performance dimensions. We shall meet with the Department to review our proposed exam plan. We shall help Department officials to evaluate their various options in light of time scheduling constraints, number of candidates to be assessed and budgetary constraints. We shall also discuss the return on investment of various options and utility considerations given relative validity evidence for the various assessments. For performance exercises and structured oral interviews/oral boards, our approach is similar to that used for assessment centers – very rigorous question development based on realistic scenarios often captured by critical incidents and comprehensive training for the assessors/raters.

## **TYPICAL EXAM COMPONENTS**

The development of written job knowledge tests or test of cognitive ability is guided by the principles of psychometrics. Specifically, we follow the principles of the AERA, APA, NCME Standards for Educational and Psychological Testing and the Principles for the Validation and Use of Personnel Selection Procedures of the Society of Industrial and Organizational



Psychology (Division 14 of the American Psychological Association). For performance-based exercises such as written exercises, oral presentation exercises, table top exercise simulations, we follow the Guidelines and Ethical Considerations for Assessment Center Operations endorsed by the 28th International Congress on Assessment Center Methods (May 4, 2000). The promotional processes for Durham Police Department will be developed and conducted in such a manner as to conform to both professional standards and governmental guidelines.

Our goal is to develop valid and legally defensible promotional procedures for the Durham Police Department. We shall design promotional procedures that are:

- Legally Defensible, giving deference to the requirements of the Uniform Guidelines on Employee Selection Procedures and the requirements of the City of Durham's rules, regulations, and union contracts, where applicable.
- Professionally Defensible, giving deference to the requirements of the professional psychological standards, specifically the Society of Industrial and Organizational Psychology (Division 14) Principles for the Validation and Use of Personnel Selection Procedures: Fourth Edition and the AERA, APA, NCME Standards for Educational and Psychological Tests.
- Reliable, demonstrating high consistency in results and freedom from random error.
- Job Related and Valid, using job analysis, knowledge, skill and ability (KSA) identification, knowledge source identification, linking sources to KSAs and to tasks, deriving performance standards and management dimensions, and developing professional quality tests, and assessment exercises.
- Fair, providing everyone with a clear perception of equal opportunity to compete on the basis of their relative qualifications for promotional opportunities.
- Efficient, being easy to administer and capable of accommodating the number of candidates for these positions.
- Administratively Feasible in terms of the development and long-term human and fiscal compatibility with the time frames and operational cycles for the establishment of certified lists of eligibles for these ranks.

## LEGAL, REGULATORY AND PROFESSIONAL ISSUES

Employee selection and promotions in government occur within the context of legal/regulatory, social, professional, and political pressures. Legal pressures are typically two-fold: merit system statutes mandating the selection/promotion of the best qualified candidates



and attention to civil rights legislation, encouraging employers to have a workforce that is sensitive to the representation of the various racial, gender, and ethnic groups.

Merit systems for government usually have, as the goal, a rank-ordered list of candidates. This practice requires the establishment of a list based upon the most valid battery available. It is likely that such a management practice, applied to a list based upon a job-related job analysis and promotion process, leads to employee perceptions of a fair and equitable promotion process.

There is a legal requirement for job analysis and the development of job-related and valid promotional procedures for any jobs covered by a merit system when those State and municipal merit systems impact on members of a particular racial, gender, or ethnic group (i.e., by the presence of a substantially different rate of selection, promotion, etc.). The guidelines apply to the full range of assessment techniques including minimum qualifications, ratings of training and experience, written tests, oral boards, and assessment centers.

When adverse impact has been demonstrated for a promotion procedure, the employer has several options, including the presentation of validity evidence to rebut the *prima facie* case of discrimination based on the adverse impact statistics. A large part of this evidence deals with the job analysis methodology and the documentation of content validity. The Uniform Guidelines provide extensive guidance as to the necessary documentation for this type of evidence of job-relatedness (these requirements were summarized in the section on Job Analysis).

Morris & McDaniel officers have been recognized as experts in interpreting these Guidelines in Court. We have also developed and instructed seminars on the Uniform Guidelines explaining the technical provisions to personnel directors in the public and private sectors. The principals of Morris & McDaniel have also had extensive experience in Title VII litigation, assisting in case preparation and the presentation of expert testimony.

## **GRIEVANCES/COMPLAINTS/LITIGATION**

### *Candidate Review and Appeal*

Morris & McDaniel believes that candidate review and appeals support the perception of a fair test process. Our firm has been successful in implementing such appeal/challenge procedures with other public safety agencies and, if acceptable, our firm will assist the Department in addressing the candidates' appeals.

Individual written feedback, indicating final raw and percentage scores, will be provided to all candidates. There are various options available for candidate review and appeal. In





discussions with the administrative decision-makers, informed decisions can be made on this issue. Factors to consider are:

- Test Security Issues
- Administrative Cost in Scheduling and Monitoring
- Fourteenth Amendment Rights
- Local Rules and Ordinance which may govern or impact

Our firm has had extensive experience in developing model appeal procedures used in public safety departments which comply with all elements in administrative law.

*Provisions for Expert Testimony*

Dr. David M. Morris, President of Morris & McDaniel, has been an expert witness in Federal Court on numerous occasions. With a few exceptions, these were Title VII cases. Dr. Morris is a Psychologist with licensing in Industrial/Organizational Psychology and an attorney who has been recognized by the profession of Industrial/Organizational Psychology as an authoritative source in designing personnel systems which emphasize legal fairness and legal defensibility. Our firm will always provide as much expert witness assistance as needed by our clients. Dr. Morris will be available for expert testimony should this need develop. Any days will be billed at the current hourly rate of \$275 per hour plus expenses. Fees for testimony or deposition are \$2500 for each day of deposition or any part thereof or for each day of testimony or any part thereof. If the day extends beyond an eight (8) hour period, fees are billed at the current hourly rate of \$275 for each additional hour. Research time is billed at \$275 per hour plus any related expenses. Airfare is billed at the least expensive, non-restrictive coach fare from Washington, D.C., and hotels are billed at regular business class rates.



## II. UNDERSTANDING OF THE PROJECT

Morris & McDaniel, Inc. proposes to develop and conduct valid, legally defensible promotional assessment procedures for the City of Durham Police Department. These promotional procedures will assist the City/Department to identify and select employees that possess the necessary knowledge, skills and abilities to lead the force during times of increasing complexity and greater public scrutiny.

Four separate, increasingly complex promotional assessment processes, for the ranks of Corporal, Sergeant, Lieutenant, and Captain divided into four (4) phases, will be designed to achieve this goal. The phases of these promotional processes will be as described below:

**Phase I** – Introduction and Familiarization

**Phase II** – Assessment Design and Orientation

**Phase III**– Assessment

**Phase IV** – Scoring, Candidate Feedback and Process Review.

All services provided will conform to professional standards, be responsive to pertinent court decisions interpreting state and federal guidelines on employee selection, job-related, and non-discriminatory. All selection measures will be in accordance with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) accreditation standards.

Our approach in test development is collaborative. Based on the job analysis, we shall make a recommendation of the types of assessments that are typically used to assess particular competencies and performance dimensions. We shall meet with the Department to review our proposed exam plan. We shall help the Department officials to evaluate their various options in light of time scheduling constraints, number of candidates to be assessed and budgetary constraints. We shall also discuss the return on investment of various options and utility considerations given relative validity evidence for the various assessments. For performance exercises our approach entails very rigorous question development based on realistic scenarios often captured by critical incidents and comprehensive training for the assessors/raters.



### **Project Schedule**

Per the RFP, it is our understanding that the length of the contract will be from the date of award, approximately December 19<sup>th</sup>, 2014, until completion, approximately September 7<sup>th</sup>, 2015. Our firm stands ready to meet the following contract schedule for completion of each phase, as outlined in the RFP:

**Phase I (Introduction and Familiarization) – January 19<sup>th</sup>, 2015.**

**Phase II (Assessment Design and Orientation) – July 13<sup>th</sup>, 2015.**

**Phase III (Assessment) – August 18<sup>th</sup>, 2015.**

**Phase IV (Scoring, Candidate Feedback and Process Review) – September 7<sup>th</sup>, 2015.**

### **USERRA Compliance**

Our firm stands ready to meet the assist the City of Durham in meeting the requirements for USERRA compliance for the promotional assessment processes.



### III. METHODOLOGY USED FOR THE PROJECT

We claim as confidential by virtue of being a "trade secret" as defined by the following information:

The portion of our proposal that sets out the Proposed Methodology we would use to accomplish the objectives set out in the RFP. The rationale in that the description of our methodology is beyond question a compilation of information used in our business that was uniquely developed by our company and which provides a business advantage over those who do not know it; it also being a process or procedure used by our company "irrespective of novelty."

***Note: Morris & McDaniel, Inc. does not wish to disclose our firm's protective service clients outside the scope of the proposal review by the proposal decision-makers in the City of Durham, North Carolina and the Durham Police Department.***

**The information in this section is proprietary and confidential - Pages 21-39.**

#### **PHASE ONE: INTRODUCTION AND FAMILIARIZATION**

##### **PROJECT PLANNING SESSION**

Within the first five days following the award of the project, the project team of Morris & McDaniel will discuss the project proposal with the Durham project members and decision-makers. The purpose of these discussions will be to:

- a. become better re-acquainted with the organizational structure and management philosophy of the City of Durham Police Department in regard to a new promotional process through discussions and collection of relevant material (e.g., job analyses, information regarding the positions);
- b. identify all staff who will be involved in or affected by the project, and plan to include those individuals in the information gathering and information flow process;
- c. meet with the City of Durham Police Department project management staff and obtain reactions to the proposed methodology; and



- d. discuss options for meeting selection procedure goals and determine the Department's preferences.

Based upon these preliminary discussions, our project team will refine a comprehensive work plan describing all tasks and subtasks for the project and designating all personnel (City of Durham Police Department and Contractor) to each activity. This detailing of the work plan will help clarify the roles of all those involved. This will help ensure the timely completion of all project phases and anticipate potential problems.

#### **REVIEW EXISTING JOB ANALYSIS DATA AND RELEVANT LITERATURE**

All materials made available from the Durham Police Department, to include current job descriptions, job content questionnaires, and any training materials for the jobs will be carefully reviewed. Our firm will also become familiar with the administration of the Durham Police Department through a review of Police General Orders, designated City policies, performance standards, previous job task analyses, materials from the reading list already provided to potential promotional applicants, City of Durham Municipal Code of Ordinances, Department of Justice Uniform Crime Report, and other materials as agreed upon in discussions with the Chief of Police, Project Manager, and/or designated department administrators. Sources outside of the organization will also be reviewed, including Morris & McDaniel's extensive library on these positions.

#### **RECOMMEND PROMOTIONAL PROCESS FOR EACH OF THE FOUR (4) RANKS**

Upon completion of the job analysis review for each of the four (4) tested ranks, our firm will conduct work meetings with the appropriate decision-makers within the Police Department regarding the appropriate promotional process and exercises we would recommend. It is our understanding that written knowledge tests for two (2) of the four (4) ranks, performance-based assessment exercises for each of the four (4) ranks, and a process for assessing work history and past performance review for the four (4) ranks will be developed.

#### **DEVELOP AND DRAFT THE EXAMINATION PLAN INCLUDING COMPONENT WEIGHTS**

As requested in the RFP no single assessment activity (such as the written examination) will serve as an eliminator. The data collected and reviewed to this point will drive Morris & McDaniel's recommendations. We will recommend weights for the examination components for each rank. Of course, the analysis of the job data and collaboration with the Department decision makers will determine the appropriate formats.



## **SUBMIT DRAFT EXAMINATION PLAN TO DEPARTMENT STAFF AND APPROPRIATE DECISION-MAKERS FOR APPROVAL**

After we have drafted a proposed format for the examination process, we will submit this plan and the rationale behind it to the appropriate people for their review. Following this collaboration, the plan will be used for announcement purposes.

## **EXAMINATION SCHEDULE**

Morris & McDaniel will work with the Department decision-makers to prepare an examination schedule for each rank. These schedules are often driven by a number of factors – union contracts, Department policies, Departmental preferences. Sufficient time must be provided for distribution of the final Reading List prior to job knowledge tests, for scheduling Candidate Orientation sessions, for Administrator Training, for Assessor/Rater/Interviewer Training, etc. The final schedule will reflect all of these factors and Department preferences.

The Examination Schedule will reflect adequate time to ensure that the test administrators and assessors/raters/interviewers are appropriately trained. We follow psychological standards in determining the length and nature of that training.

## **INTRODUCTORY DEPARTMENTAL COMMUNICATION**

Morris & McDaniel will compose an introductory departmental communication letter which will accomplish the following:

1. Introduce potential candidates to our firm, outlining our credentials.
2. Explain the current (2012) job task analysis to be used in the assessments.
3. Inform candidates for promotion that an information and orientation session will be conducted.
4. Outline the promotional assessment process (including a sentence that no single assessment activity shall serve as an eliminator).
5. Provide a tentative timeline for the promotion process.
6. Encourage eligible candidates to participate in the process.

This letter will be reviewed and provided to all candidates by the Department.



## **REVIEW THE CURRENT READING LIST FOR THE DEPARTMENT**

Morris & McDaniel will review the current Reading List. Based on the review of the job analysis for each position, Morris & McDaniel may use the current Reading List as presented, or make recommendations for modifications. In either case, Morris & McDaniel will obtain approval of the Chief of Police for the reading list to be used in the assessment processes, after having discussed the list with the Project Manager and/or designated Department Executive and Senior Command Staff.

## **ASSIST WITH ANNOUNCEMENT**

At least 30 days prior to the written examination, Morris & McDaniel will assist the Department with the development of a memorandum which will include the following:

1. Guidance needed to prepare for the written exam and promotional assessment activities.
2. Application procedure(s) and application deadline(s).
3. Eligibility guidelines for each rank.
4. Directions to review Police General Order 2010, "Promotions and Appointments for Sworn Personnel."
5. The agreed-upon reading list.

## **PROVIDE COMPREHENSIVE REPORT**

Morris & McDaniel will provide a comprehensive report to the Department covering all aspects of Phase One activities.

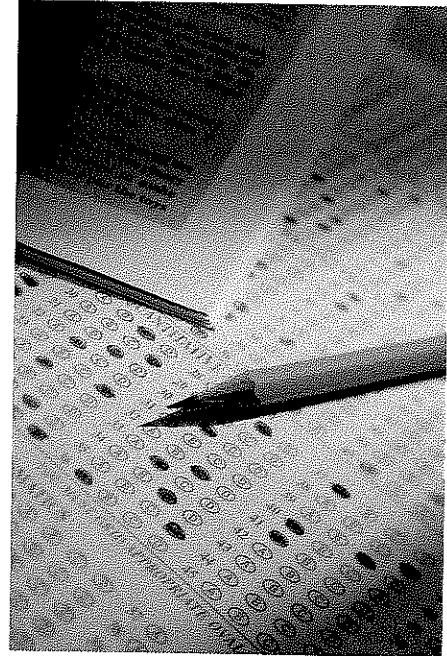


## **PHASE TWO: PROMOTIONAL ASSESSMENT DESIGN AND PROMOTION CANDIDATE ORIENTATION**

### **DEVELOP WRITTEN TESTS AND PERFORMANCE-BASED EXERCISES FOR THE TESTED RANKS**

#### ***Develop General Knowledge Tests for Two (2) Targeted Ranks***

Our firm will develop written knowledge tests, where required, for the ranks of Corporal and Sergeant and provide all details of the written exam administration, candidate and administrator's test instructions, all necessary test supplies, supervision, and distribution and collection of all exam materials. In addition, a set of administrative procedures (including proctoring, scoring, and statistical analysis of the examination questions) and booklets (including general methodology utilized in the examination questions development) will be provided. Morris & McDaniel has over 38 years of experience in item writing for written knowledge tests used as components of promotional systems. We follow item writing techniques which are described in numerous publications. Our firm has developed a system of item writing, review, and revision which has proven to be quite successful in clearly expressing the question and alternatives.



Some of the principles of item writing which we follow are listed below:

- Clarity
- Accuracy
- Appropriate difficulty level (for screening at the desired level)
- Plausibility of distracters
- Straightforward (non-complex) word arrangement
- Avoidance of irrelevant clues
- Avoidance of negatively stated items
- Grammatical accuracy
- Avoidance of terminology that might contribute to cultural and gender bias
- Screening by skilled and knowledgeable editors





Based on the information collected about each position and other job-relevant data, Morris & McDaniel will initially conduct item writing sessions to develop the customized item bank consisting of a sufficient number of questions so that some can be eliminated, per the RFP. Each question will have four (4) answer options and will be a closed book format. To the fullest extent possible, our firm will ensure that each question is job related. An item review session will be scheduled with Subject Matter Experts (SMEs) within the City of Durham Police Department for accuracy and appropriateness. SMEs will be required to sign a security agreement to ensure confidentiality of the content of the items. The final exam that is administered to candidates will consist of 100 items. Each examination will be scanned, scored, and verified to ensure quality assurance in the offices of Morris & McDaniel within a timeframe that meets the needs of the Department.

If the Department wishes to implement an appeals process during which candidates may challenge the written exam items or their results, our firm will assist in addressing the candidates' appeals.

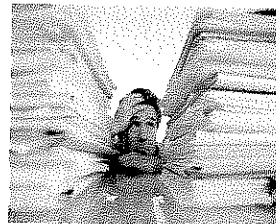
Individual written feedback, indicating final raw and percentage scores, will be provided to all candidates. The written tests will be organized by reference source and page citation allowing for more structured review and feedback.

#### ***Develop Performance-Based Exercises for the Four (4) Targeted Ranks***

The promotional assessment process will be progressive in nature. Therefore, the highest-rank positions will have the most exercises and those most challenging. Our firm is a leader in developing assessment methods for measuring knowledges and supervisory skills of protective service personnel. We have developed many types of tests and exercises with different challenge levels, and we have used many different types of technology to adapt the measuring process to the demands of both the job and the administrative logistics.

Typical performance-based exercises that could be used are as follows:

- An **In-Basket Exercise** including items a Supervisor might deal with, such as memos, telephone messages, background information, a partial organizational chart and a calendar. Candidates are to take appropriate action on each item.



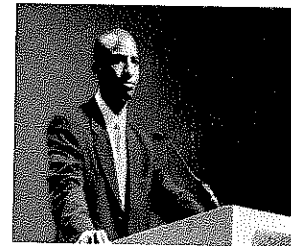
- A **Situational Exercise** consisting of hypothetical situations or questions of general inquiry. Hypothetical situations will be standardized across candidates.



- A **Subordinate Problem Exercise** where the candidate is presented with a packet of information which he/she must study prior to the question/answer period. The instructions identify the role that the candidate must assume, and provide background information necessary to answer questions asked by a Supervising Officer.



- An **Oral Presentation Exercise** concerning a problem/situation relevant to the department, with identical instructions for all candidates, where the candidate must analyze the problem/situation and present a plan of action in an oral presentation.



- An **Oral Tactical Exercise** consisting of a scenario presented to candidates in which candidates are to respond orally, applying law enforcement knowledge, skills and abilities.



Of course, these are only examples. Exercises will be chosen based on the job analysis, and the specific exercises developed will be tailored to the job and the Department's specific needs as determined by the job analysis. It is understood that one (1) exercise will be required for the rank of Corporal, two (2) exercises will be required for the rank of Sergeant, three (3) exercises will be required for the rank of Lieutenant, and four (4) exercises for the rank of Captain.

The performance-based exercises will measure primarily the administrative/supervisory components of the jobs. The primary objective of the assessment exercises will be to identify and rank order high potential individuals for promotion to the targeted ranks. None of our performance-based tests have had adverse impact on women or minorities.



Our firm is a national leader in the use of video-based testing technology using video tape camcorders (primary and back-up) and audio tape recorders as backup to record candidate responses (we recommend its use).

#### **DEVELOP WORK HISTORY AND PAST PERFORMANCE REVIEW FOR FOUR (4) TARGETED RANKS**

Morris & McDaniel will develop a past performance review equivalent to that of previous Durham processes. Candidates will compile an extensive portfolio on themselves that may include (but is not limited to) for example, a philosophy statement, training records, education transcripts, last three annual evaluations, letters of recommendation, a letter from Internal Affairs detailing any disciplinary issues, peer evaluations, and promotional potential evaluations. Our firm has developed several successful past performance review systems and will discuss several options, possible improvements, etc. with the Department.

#### **REVIEW BY SELECTED SUBJECT MATTER EXPERTS**

In an effort to further ensure content validity of the written exams and the performance-based exercises, Morris & McDaniel will conduct a review with subject matter experts from within the Durham Police Department. In order to ensure that the items are correctly keyed, exercises are appropriate, and are properly tailored to the particular organization, we will have all test items and/or exercises reviewed by competent SMEs.

#### **INCORPORATE CHANGES AND DEVELOP FINAL COPY FOR REPRODUCTION PURPOSES**

Any changes recommended from the above SME review will be incorporated. A final copy of the exercises and tests will be used for duplicating purposes.

#### **ASSIST WITH PERFORMANCE-BASED ASSESSMENT ANNOUNCEMENT**

Morris & McDaniel will assist the Department with the development of an Announcement including 1) an outline and explanation of all elements of the promotion process and details about assessment center activities, 2) a schedule for candidate orientation and a timeline for the process so candidates can schedule their time and supervisors can provide for staffing, and 3) dates for candidate orientation at times needed to accommodate shifts so all candidates can have the opportunity to attend.



## DEVELOP AND CONDUCT CANDIDATE ORIENTATION SESSIONS

Morris & McDaniel is a strong advocate of candidate orientation briefings. We find that these sessions "level the playing field." If some candidates have had previous experience with a particular promotional assessment process, they have a potential advantage due to familiarity with the approach. By giving all candidates information about the assessment process, we eliminate errors that are referred to as methodological variance (resulting from some candidates being familiar with the process, while others are not). We also believe that candidate orientation sessions are beneficial in reducing adverse impact.



Professional psychological standards provide guidance on candidate and test taker orientation as do the Guidelines and Ethical Considerations for Assessment Center Operations.

Morris & McDaniel has over 38 years of experience in developing and conducting candidate orientation sessions for written tests and the promotional performance-based assessment programs. We anticipate conducting up to three sessions approximately two hours in length per rank, with an adequate amount of extra time allowed for questions and answers, for all promotional components for each of the targeted ranks to accommodate the Department's shift schedules. Orientation packets are provided by our firm. At this point it is not known for certain what promotional exercises will be appropriate for each rank. However, the following outline is a sample of the topics covered in candidate orientations for a promotional system with a written test and some form of a performance-based assessment (i.e., oral boards, assessment centers). Candidates are provided with information on the following topics:

- Overview of the Examination Plan with Test Date, Time and Location
- Test Security
- Test Components/Content
- Written Multiple-Choice Examination
- Performance-Based Assessment
  - Informed Participation
  - What is a Performance-Based Assessment?
  - History of Performance-Based Assessments



- Performance-Based Assessment Dimensions
- Scoring the Performance-Based Assessment
- Performance-Based Assessment Exercises
- Administrative Logistics
- Preparation Strategies for the General Multiple-Choice Test and Performance-Based Exercises
- Rules of Conduct
- Overall Helpful Suggestions

We have found these candidate orientation sessions to be effective in reducing candidate anxiety regarding the assessment process. They help candidates to perform at their maximum capability and ensure that they have adequate knowledge regarding the Department's policies and procedures for the promotional process.

The Guidelines and Ethical Considerations for Assessment Center Operations (May 4, 2000) support "Informed Participation" on the part of the candidates. They state, "The organization is obligated to make an announcement prior to assessment so that the participants will be fully informed about the program. The following basic information should be given to all prospective participants:"

1. The objectives of the program and the purpose of the performance-based exercise.
2. How individuals are selected to participate in the performance-based assessment exercises.
3. Any options the individual has regarding the choice of participating in the assessment exercises as a condition of employment, advancement, development, etc.
4. General information on the assessor staff, including composition and assessor training.
5. What assessment exercise materials are collected and maintained by the organization.
6. How the assessment exercise results will be used, and the length of time the assessment results will be maintained on file.
7. When and what kind of feedback will be given the participants.
8. The procedure for reassessment (if any).



9. Who will have access to the assessment exercise reports and under what conditions?
10. Who will be the contact person responsible for the records? Where will the results be stored?"

It is our understanding that orientation sessions shall be held in Durham or other Department facilities. It is common-practice for our firm to video-tape the first session, complete with Q&A session, and replay the tape for all subsequent sessions. After all sessions are complete, a list of Q&As are then posted for all candidates. This ensures all candidates are given the same information. In addition, if a candidate is unable to attend one of the orientation sessions or has additional questions, he/she can set up a date and time with the Department to review the orientation tape (if the Department deems appropriate).

### **PROVIDE COMPREHENSIVE REPORT**

Morris & McDaniel will provide a comprehensive report to the Department covering all aspects of Phase Two activities.

### **PHASE THREE: ASSESSMENT**

#### **ASSESSOR RECRUITMENT**

Morris & McDaniel firmly believes that the quality of the performance-based assessment is dependant upon the quality of the assessor/rater training. It is important to select individuals from other jurisdictions who have the potential to be good assessors (good observational, recording and evaluating skills, free from bias) and to place them in a comprehensive training program to test their assessor/rater skills for a given promotional system.

A diverse group of assessors, at least one rank higher than the tested candidates and including ethnic, racial and gender diversity, will be recruited and trained to rate and evaluate each rank. As per the RFP, each panel shall consist of at least three (3) assessors/raters from outside of the Department, with at least one minority, one non-minority, one male, and one female. Assessors will hold at least one rank higher than the applicants being assessed. Morris & McDaniel will make arrangements to obtain additional assessors to work as "floaters." We will conduct a one and one-half day training session for assessors immediately prior to the assessment activities.



## ADMINISTRATION OF THE PERFORMANCE-BASED EXERCISES

Morris & McDaniel can administer the performance-based exercises either video-based or using live assessors, whichever the City/Department prefers. Morris & McDaniel can discuss these options with decision-makers to ensure the administration of the performance-based exercises is one that best addresses the Department's needs.

Our Morris & McDaniel team, including a principal and senior researchers, will be on site and supervise the administration of the assessment exercises. Morris & McDaniel will work with the Department to schedule candidates for promotion to minimize disruption to police operations. Morris & McDaniel will notify applicants in writing of the date, time(s), and location(s) of all assessment activities. All exercises can be administered in such a way that no one candidate will have an opportunity to acquire additional information regarding the exercise content before he or she actually takes the exercise. This represents an improvement over the administration of the same exercise over several days and ensures no breach of test security.

Our firm is a national leader in the use of video-based testing technology using digital video recorders and digital audio recorders as additional back-up to record each candidate response to each exercise. Morris & McDaniel will develop all exercises and will provide ALL required digital video and audio recording equipment and all necessary supplies for proper assessment center administration. If the City chooses video-based administration, Morris & McDaniel will also provide flatscreen TVs, headphones, and DVD players for scoring of the promotional assessment. There will be no additional charge for using our company's audio/video recording and playback equipment

Over the years we have developed quality control procedures to assure we have a good video recording for each candidate. We understand that all exercises should be administered in such a way to maintain the integrity and security of the exercises. In 38 years, Morris & McDaniel has never had a breach of security in any of its exercises.

## ASSESSOR SELECTION/TRAINING

Morris & McDaniel recognizes the importance of a well-trained cadre of assessors to ensure the successful operation of public safety performance-based assessment programs. A principal or senior researcher from our firm will be on-site to conduct the assessor training and to monitor the entire scoring process.

Morris & McDaniel follows the procedures outlined for assessor training in the Guidelines and Ethical Considerations for Assessment Center Operations.



A sample table of contents for assessor training is provided below.

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During each training session, each assessor will receive a written reference manual for use and study and will be evaluated to determine his or her ability to:

1. Recognize, observe, and report the behaviors measured in the exercise;
2. Classify behaviors into the appropriate dimensions; and
3. Score the performance-based exercise.

The performance-based exercise will be assessor scored using consensus procedures and the following scale:

- 7 - 6.1 Superior
- 6 - 5.1 Very Good
- 5 - 4.1 Good
- 4 - 3.1 Clearly Competent
- 3 - 2.1 Competent but Needs Improvement
- 2 - 1.1 Clearly Needs Improvement
- 1 - 0.1 Poor





A seven-point scale is used to provide for adequate range. The final rank-ordered eligibility list may be based on the assessment process and the score on the written test. The scores are typically converted to a 100 point scale.

During the training sessions the assessors will participate in a mock performance assessment to ensure that they have obtained a thorough knowledge and understanding of the assessment techniques used and of the dimensions being assessed. Their participation in this mock center will help them to acquire skill in behavior observation and recording, as well as thorough knowledge of the evaluation and rating procedures. Assessors will also become acquainted with the assessment policies and practices of the Department's assessment program. This process provides for further pre-testing of the exercises and pilot testing of the rating protocol.

### **MONITORING THE ASSESSMENT PROCEDURES**

One or more senior researchers from our firm will remain on-site to monitor the assessors' scoring activities. The length of time for this varies depending on the number of candidates and type and number of exercises, but we will assume several days of assessing will be required.

### **PROVIDE COMPREHENSIVE REPORT**

Morris & McDaniel will provide a comprehensive report to the Department covering all aspects of Phase Three activities.

### **PHASE FOUR: SCORING, APPLICANT FEEDBACK AND PROCESS REVIEW WITH CHIEF OF POLICE**

#### **SCORE REPORTS AND FEEDBACK**

Score reports and feedback are essential to an effective promotional screening program. These are high stakes testing programs, and the candidates are eager to learn how well they performed as well as to learn what they must do differently to perform at an even higher level. Morris & McDaniel has had extensive experience in developing a variety of score and feedback reports. We shall work with the Department to determine (a) what types of reports the candidates have been receiving in the past, (b) Department preferences for future report formats (any improvements that they wish to have made) and (c) scheduling for the delivery of scores and feedback for a given promotional examination.



Morris & McDaniel also follows the guidance in the Division 14 Principles. The Principles state, "Feedback should be provided in clear language that is understandable by candidates receiving the feedback and should not violate the security of the test or its scoring."

Our firm also follows the guidance on feedback in the Guidelines and Ethical Considerations for Assessment Center Operations. While these Guidelines apply to assessment centers, we believe they are equally applicable to performance-based exercises such as Table Top simulations, oral presentation exercises, written exercises and even to structured oral board results. The Guidelines and Ethical Considerations state,

1. Assesseees should receive feedback on their assessment center performance and should be informed of any recommendations made. Assesseees who are members of the organization have a right to read any formal summary written reports concerning their own performance and recommendations that are prepared and made available to management.
2. For reasons of test security, assessment center exercises and assessor reports on performance in particular exercises are exempted from disclosure, but the rationale and validity data concerning ratings of dimensions and the resulting recommendations should be made available upon request of the individual.
3. The organization should inform the assessee what records and data are being collected, maintained, used and disseminated.
4. If the organization decides to use assessment results for purposes other than those originally announced and that can impact the assessee, the assessee must be informed and consent obtained.

### ***Presentation of Results***

Within 10 business days upon completion of the assessment scoring process, we shall present to the Department a list of all candidates' converted scores. We shall obtain approval from Department personnel and present candidate score reporting and feedback, based upon our earlier discussions of Department preferences.

### ***Candidate Feedback***

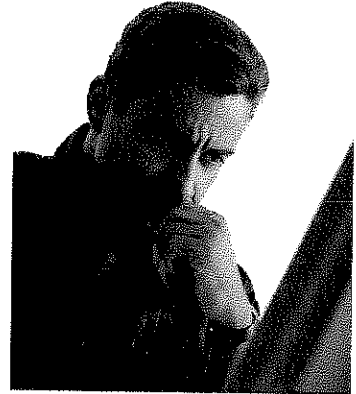
Within 10 business days upon completion of the promotional process, our firm will provide to candidates a feedback letter.

Performance-Based Assessments. It has been Morris & McDaniel's experience that acceptance of the promotional process is enhanced by providing candidates with feedback on their performance in the assessment programs.



Morris & McDaniel proposes to provide each candidate with individual written feedback. Written feedback will consist of providing each candidate with the overall score and with a skills profile. This will indicate the areas in which he/she excelled, and the areas where there are developmental needs. It is recommended that candidates be given the opportunity to view, or listen to, aspects of their performance if video recordings were used. The skills profile will provide the candidate's scores for each dimension of the performance-based exercises and the low, the high and the mean scores for each exercise. Candidates should be encouraged to view their video tape as a learning tool if the Department chooses video taping.

Again, our firm is prepared to present many different options for candidate score reporting and feedback that the City and the Department may consider.



## **GRIEVANCE/CHALLENGE ASSISTANCE**

### ***Candidate Review and Appeal***

Morris & McDaniel believes that candidate review and appeals support the perception of a fair test process. Our firm has been successful in implementing such appeal/challenge procedures with other public safety agencies and, if acceptable, our firm will assist the Department in addressing the candidates' appeals.

### ***Provisions for Expert Testimony***

Dr. David M. Morris, President of Morris & McDaniel, has been an expert witness in Federal Court on numerous occasions. With a few exceptions, these were Title VII cases. Dr. Morris is a Psychologist with licensing in Industrial/Organizational Psychology and an attorney who has been recognized by the profession of Industrial/Organizational Psychology as an authoritative source in designing personnel systems which emphasize legal fairness and legal defensibility. Our firm will always provide as much expert witness assistance as needed by our clients. Dr. Morris will be available for expert testimony should this need develop. Any days will be billed at our lowest rate.



## **CONDUCT A SURVEY OF THE CANDIDATES FOR PROMOTION ABOUT THEIR EXPERIENCES WITH THE ASSESSMENT ACTIVITIES**

Morris & McDaniel will conduct a survey of the candidates for promotion about their experiences with the assessment activities. Morris & McDaniel will collaborate with the Project Manager on survey content, provide all survey materials, and coordinate with the Department Executive Staff and Senior Command Staff to conduct the survey and obtain the results. A copy of the survey results will be provided to the Chief of Police and/or his designee(s).

## **FINAL TECHNICAL REPORT**

Within 30 days of presenting the final results, our firm will submit a Final Technical Report for each promotional system covering all assessments for a given rank. Each Final Technical Report will be comprehensive and include the steps used in the development, administration, and scoring process (to include, but not limited to, the linking of the job analysis to the examination materials.)

## **SECURITY OF MATERIALS**

Morris & McDaniel has effectively maintained the security of the assessment materials in all of our projects involving assessment programs for the past 38 years. The assessment schedules are prepared to ensure that candidates will not have an opportunity to discuss the exercises until after all candidates have taken a given simulation. This is important to the assessment programs since our firm prefers that all candidates be given identical instructions and hypothetical questions. Typically, Morris & McDaniel will start one group of candidates in the morning and have the other group report at noon prior to the release of the first group of candidates to ensure no communication between the two groups regarding the exercises given on that day.

## **PRESENTATION AND VALIDITY EVIDENCE FOR JUDICIAL REVIEW**

Our firm is fully aware of its responsibility in documenting all procedures and to do so in such a way as to comply with the expectations of judicial review. Our reports are designed to defer to the documentation requirements of the Uniform Guidelines and appropriate professional guidelines.



## PROJECT SCHEDULE

One of the many qualities that distinguishes Morris & McDaniel from other testing firms is our flexibility in working with our clients to meet their needs within their timeframe. We understand the project schedule as outlined in the RFP and this proposal and are able to meet these timelines and the Department's goals in implementation of the Police Promotional Process.

## A DELINEATION OF THE CONSULTANT'S AND THE CITY/DEPARTMENT'S RESPONSIBILITIES/DELIVERABLES

It is our understanding that the City/Department will be responsible for the following:

- Reasonable access to people in the Police Department who are knowledgeable about the four (4) tested ranks within the Department.
- Provide Consultant with most recent job task analyses, general orders, performance standards and other materials relevant to the four (4) tested ranks within the Department.
- Sufficient personnel to assist in the administration of the assessment components.
- Assistance to the Consultant to recruit assessors sending out request letters.

It is our understanding that Morris & McDaniel will be responsible for the following:

- Conducting a thorough review of the job analyses for each of the four (4) tested ranks.
- Proposing and implementing procedures designed to minimize adverse impact.
- Advising the City on the weighting of assessment components for each rank.
- Developing, duplicating, administering, and monitor scoring of all written tests and performance-based exercises for each targeted rank.
- Developing and administering candidate orientation sessions and individual handouts for all ranks.
- Proctoring written tests.
- Provide ALL audio and video monitors, video and audio recorders, at no charge to conduct standardized promotional process for capturing candidate's responses exercises and scoring all ranks.
- Providing facilities needed to conduct assessment procedures.



- Administer behavioral-based exercises for the Department using a live or video based exercise presentation method to the candidates.
- Providing personnel necessary to break down all equipment.
- Recruitment, selection, training, and monitor scoring for assessors.
- Assessor related expenses (travel, hotel, food) for scoring of all ranks.
- Being on-site throughout the administration and scoring of the behavioral-based exercises for all ranks.
- Reporting all final standings in rank order for the ranks of Corporal, Sergeant, and Lieutenant (list of eligibles by rank) and provide a non-ranked but qualified candidates list for the rank of Captain.
- Adhering to RFP schedules and mutually developed by Morris & McDaniel and Department decision makers.
- Keeping the City informed of progress, design, and administrative developments.
- Providing a comprehensive report to the Department at the completion of each phase of the project to cover all activities of the phase.
- Conducting item analysis of scoring for all ranks.
- Providing expert witness testimony and services as requested by the City (costs and expenses associated with this service are not part of this proposal).

**Our information claimed as proprietary and confidential ends here.**



## IV. MANAGEMENT PLAN FOR THE PROJECT

### PROJECT MANAGEMENT

This first phase of the project focuses on project planning and program management. The Morris & McDaniel team will discuss project issues and timelines with key project personnel from the Durham Police Department, the Police Chief and/or his designee, and other senior officials of the Durham Police Department. These issues include organizational structure, management philosophy, project goals, proposed methodology and preferences for alternative methodology/procedures for the targeted positions. Based upon these preliminary discussions, Morris & McDaniel will finalize a comprehensive work plan which will include the following:

- Work Plan tasks and subtasks for Contractor and Client;
- Roles and responsibilities;
- Physical and personnel resources for all activities;
- Dates or project milestones; and
- Description of internal or external variables that may impact the project schedule and activities.

The Work Plan serves as an important management function in that it clearly identifies responsibilities, time frames, potential problems, and the tasks that must be accomplished, thus allowing the project to be completed in a timely and effective manner. Our Work Plan will capture key milestones and deliverable dates for the relevant ranks. In any project, there are issues of scope management, time management (activities and schedule), cost management, quality management, human resource management, communications management, risk management and procurement management. In all of our projects, we search for the most innovative and advanced solutions.

#### *Involvement of Department Personnel*

The involvement of the following personnel will help to gain a commitment to the new promotional processes.

- Department decision-makers or designees.
- Designated Department personnel.
- The internal liaison.
- The Chief or his/her designee.
- Training of Department Personnel as appropriate to implement the promotional process.



*Ability to Provide Major Services of the Kind Requested*

Morris & McDaniel is one of the most respected and experienced firms in the country in handling public safety promotional assessment programs. We have provided consulting services to numerous law enforcement organizations (including AMTRAK, Newport News Police Department, State of Florida Department of Law Enforcement, Georgia Association of Chiefs of Police, Harbor Police Port of New Orleans, Iraqi Police Service, Jefferson Parish Sheriff's Office, Houston Police Department, Austin Police Department, Chattanooga Police Department, Palm Beach County Sheriff's Office, U. S. Secret Service), fire departments (including Kansas City Fire Department, Memphis Fire Department, Norfolk, VA Fire Department, Palm Beach County Fire and Rescue), and to public safety organizations (including Mississippi Highway Patrol, MS Dept. of Motor Vehicles). We have recently received top ratings from our customers who completed a Past Performance Evaluation as part of the Open Ratings system sponsored by Dun and Bradstreet.





## V. EXPERIENCE AND QUALIFICATION

### PROJECT MANAGER AND STAFFING PLAN

Morris & McDaniel have assembled an outstanding project team to support the City of Durham Police Department. The team is presented in the Table and Organizational Chart below. In this section, we also provide preliminary descriptions of their expertise.

#### *Personnel Background and Qualifications*

Morris & McDaniel has an experienced and highly qualified staff of professionals and support personnel to conduct our projects. In this section we highlight the background and experience of our key members who have participated in developing public safety promotional assessment systems including written examinations, assessment centers, oral boards and structured interviews. As noted above, our firm's principals will be heavily involved in all project activities. We do not see any conflict of interest associated with directing/staffing the City of Durham's Police Department project.

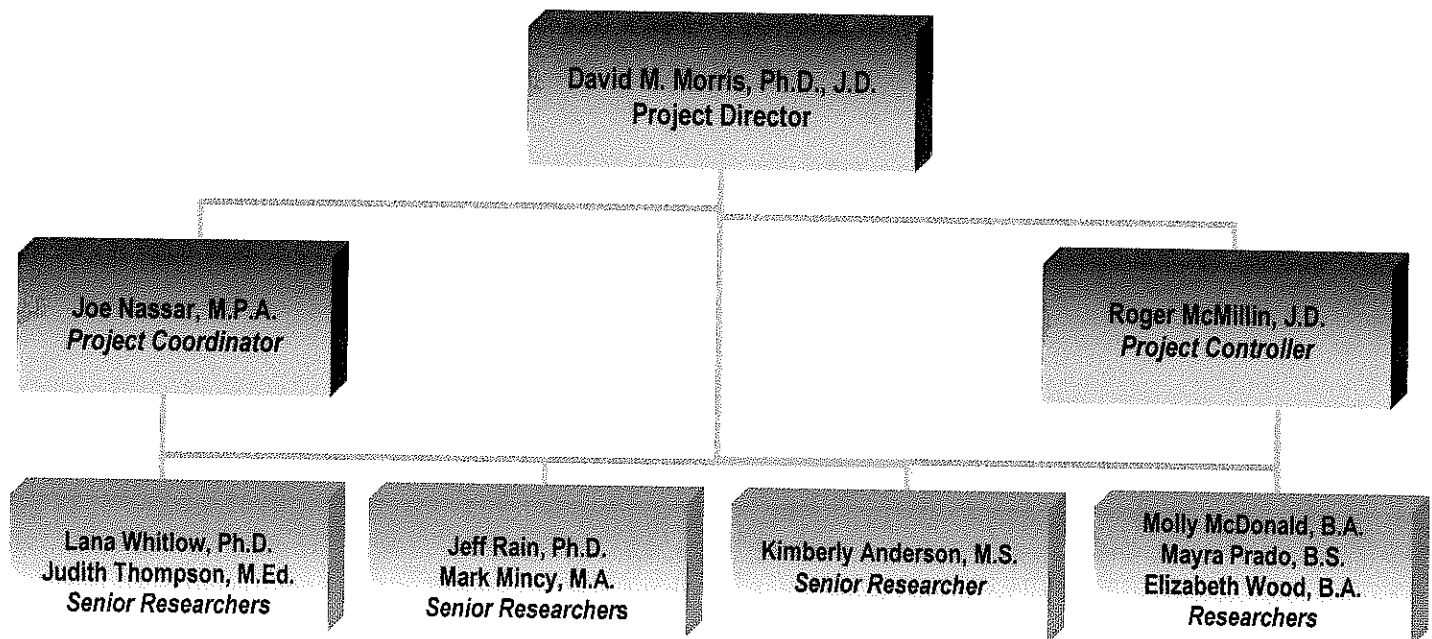
Dr. David Morris, the President of Morris & McDaniel, will serve as overall Project Director/Principal Project Leader. Mr. Joe Nassar, Vice President, will serve as Project Coordinator. Project personnel include Jeffrey Rain, Mark Mincy, Kim Anderson, and Mayra Prado. Our project staff is highly experienced in job analysis procedures and test development, as well as with using statistical computer programs to produce the reports required by this project.



Professional Staff	Location	Individual Tasks
David M. Morris, Ph.D., J.D. Project Director and President	Washington, D.C.	Responsible for overall design of the examination plan; design of the examination plan; design of the performance-based exercises; candidate orientation; performance-based assessment administration; performance-review system; assessor training; monitoring scoring activities; overseeing final reports; and providing legal assistance, as necessary.
Joe F. Nassar, M.P.A. Project Coordinator and Vice President	Washington, D.C.	Responsible for ensuring that project elements are performed in a timely manner and coordinated with the appropriate Department parties; assisting with Assessments; performance-based assessment administration; assessor recruitment, assessor liaison, assessor training; and monitoring scoring activities.
Roger H. McMillin, J.D. Project Controller and Vice President of Operations	Jackson, MS	Overseeing contractual and legal issues.
Lana Whitlow, Ph.D. Judith Thompson, M.Ed. Senior Staff Consultants	New Orleans, LA Jackson, MS	Assisting with quality of test instruments.
Jeff Rain, Ph.D. Mark Mincy, Ph.D. (ABD) Senior Staff Consultants	Brevard Co., FL Jackson, MS	Designing the logistics of the exercises, i.e., the sequence and timing of candidate and assessor events; overseeing development of performance-based exercises and performance review system; review of written tests and performance-based exercises; and conducting all statistical analyses.
Kimberly Anderson, B.A. Senior Staff Consultant	Jackson, MS	Development and finalization of written tests; development of performance-based exercises; component reviews with SMEs and incorporating changes; proctor written tests; performance-based assessment administration; score reporting; and reports.
Molly McDonald, B.A. Mayra Prado, B.S. Elizabeth Wood, B.A. Staff Consultants	Jackson, MS	Review of performance-based exercises; performance-based assessment administration; score reporting; and reports.



## ***Project Organization Chart***



Full resumes for each individual will be added as an Attachment (see Appendix A). Please refer to the COST section of this proposal for the hours for each individual.

### **DAVID M. MORRIS, PH.D., J.D.**

Dr. David M. Morris, President of Morris & McDaniel, Inc., has his Doctorate of Philosophy in Psychology, with licensing in Industrial/Organizational (I/O) Psychology, and his Juris Doctorate. Dr. Morris has held academic position and has taught courses in industrial and related areas of psychology. He has conducted psychological testing research for both public and private sector clients for over two decades. He has pioneered the development and use of innovative techniques and alternatives to traditional paper and pencil tests.

Dr. Morris' dual career as an I/O psychologist and attorney gives him a unique perception of Title VII and the development of personnel procedures. There are probably fewer than ten persons in the country licensed to practice both I/O psychology and law. His forte is building legal defensibility into the design of the personnel system.

Dr. Morris just completed a project in Baghdad, Iraq, where he led a team at the Baghdad Police Academy, which implemented a screening test for potential candidates for the



Iraqi Police Service (IPS). Dr. Morris developed and translated the American version of a highly successful entry-level police test into Arabic. This test is the National Police Test and, to date, has tested over 70,000 Iraqi civilians. Successful test candidates enter the Police Academy for training.

In 1986, Dr. Morris was invited to give the annual Division 14 APA Seminar on the relationship of personnel selection and the law. Presenters of such seminars are by invitation only, and an invitation to conduct such training indicates the Society of Industrial/Organizational Psychology recognizes these individuals as having exceptional credentials in this area. The title of Dr. Morris' seminar was "Building EEO Legal Defensibility into Selection and Assessment Procedures."

Dr. Morris has served as Project Director for assessment centers used in the public as well as private sectors. These projects involved conducting job analyses and developing and administering written tests, assessment centers, oral boards, tactical exercises and structured interviews. Dr. Morris documented the required linkages to the job analysis results including appropriate weighting of performance dimensions. In many instances, because of the large number of candidates, innovations were used which included video-based situational exercises, multiple-choice formatted management exercises, and sometimes extensive use of video recordings to ease the administrative burdens associated with the use of assessors and large numbers of candidates.

Since 1976, Dr. Morris, as principal of the firm, has an extensive background in the development and administration of written test and performance-based assessment center procedures, assessor training sessions which includes monitoring of the scoring process, candidate orientation training sessions, Angoff procedures for setting cut-scores, developing and conducting a 2<sup>nd</sup> Review Process (Appeal/Review) by test candidates, serving as an arbitrator for protective services, and expert witness research and testimony.

Dr. Morris is a member of many professional associations including the **American Psychological Association, Division 14 of APA, the International Public Management Association – Human Resources, the IPMA Assessment Council, the American Bar Association, and the American College of Forensic Psychology.**

He has delivered training programs on "How to Conduct a Job Analysis," "Avoiding EEO Litigation," "EEO Defense," "Performance Appraisals," and "Professional Designs and Legal Aspects of Performance Appraisals." He has made numerous presentations at professional conferences, including such topics as "EEO Guidelines and Psychological Testimony" and "Getting the EEO Lightning Rods Out of Your Personnel Practices." In 1987, Dr. Morris was



selected by Management Europe (the European affiliate of the American Management Association) to present innovations in management assessment techniques at their annual personnel convention in Brussels, Belgium. The American Management Association asked Dr. Morris to give a presentation on personnel selection and the law at their 61st annual conference in April, 1990, in San Francisco. He was also invited to present a paper at the International Congress on Assessment Centers in Toronto in May of 1991 as well as in London, England in September 2006. Dr. Morris has been an invited speaker to the International Chiefs of Police (IACP) Conference on several occasions since 1986.

Dr. Morris founded the firm of Morris & McDaniel, Inc. and has been with the firm for over thirty-eight (38) years.

#### **JOSEPH F. NASSAR, M.P.A.**

Joseph F. Nassar, Vice President of Operations and Senior Staff Consultant of Morris & McDaniel, Inc., holds a Master of Public Administration and a Bachelor of Science in Criminal Justice and has completed course work toward his Ph.D. in Public Policy and Administration. Mr. Nassar has served as Assistant Project Director and Senior Staff Consultant on public and private sector projects. His professional work experience includes job analysis, job evaluation, job evaluation audits and interviews, development and administration of valid written knowledge tests (entry-level selection and promotional) and performance-based exercises for use in assessment center and oral board procedures, organizational/management analysis, and development and administration of training programs. Mr. Nassar has also conducted candidate orientation sessions for test candidates and worked with Subject Matter Experts (SMEs) in written test and performance-based assessment exercise development and editing for content and correct of test question or assessment exercises, written test and performance-based assessment administration, assessor training, monitoring of the scoring process by assessors, and conducting a 2<sup>nd</sup> Review Process (Appeal/Review) by test candidates.

Mr. Nassar's professional experience in selection and promotional assessment procedures (job analysis, performance-based exercise development, administration, scoring, and monitoring) for jurisdictions and organizations, such as: Boston Police Department (written knowledge tests for the ranks of Captain, Lieutenant, Sergeant and Detective and assessment centers for the ranks of Captain, Lieutenant and Sergeant); Massachusetts State Police (written knowledge tests and performance-based exercises for the ranks of Captain, Lieutenant and Sergeant); Norfolk Police Department (written knowledge tests for the ranks of Captain, Lieutenant, Sergeant and Corporal, and assessment centers for the ranks of Captain,



Lieutenant, and Sergeant); U.S. Secret Service (assessment center process for the rank of Captain); Palm Beach County Sheriff's Department (written tests and assessment centers for the Law Enforcement and Correction ranks of Lieutenant and Sergeant); Philadelphia Police Department (written knowledge tests and structured oral board for entry-level police recruit candidates); Jacksonville Sheriff's Department (written tests and assessment centers for the ranks of Lieutenant and Sergeant); Kansas City Fire Department (written knowledge tests for the ranks of Battalion Fire Chief, Captain, Lieutenant, and Fire Apparatus Operator, assessment center for the rank of Battalion Fire Chief, and structured oral board for entry-level firefighter recruit candidates); Norfolk Fire Department (written tests and assessment centers for the ranks of Battalion Fire Chief, Fire Captain, and Fire Lieutenant); Akron Fire Department (assessment centers for the ranks of Captain and Lieutenant and entry-level firefighter recruit candidates).

Mr. Nassar has been with the firm of Morris & McDaniel, Inc. for over thirty-seven (37) years.

#### **ROGER H. MCMILLIN, JR., J.D.**

Judge McMillin recently retired from his position as Chief Judge of the Court of Appeals of the State of Mississippi. Judge McMillin served on the Court of Appeals from 1995 until his retirement in April 2004. He served as Chief Judge for over half of his tenure on the Court. Judge McMillin joined the firm of Morris & McDaniel in May 2004 as General Counsel and Vice President for Operations.

Since September 2004, Judge McMillin has spent the majority of his time on the ground in Baghdad, Iraq, where he heads a team at the Baghdad Police Academy, which implemented a screening test for potential candidates for the Iraqi Police Service (IPS). Morris & McDaniel developed and translated the American version of its highly-successful tests into Arabic and submitted the translated version to a panel of experts to verify translation accuracy and to probe the tests for cultural or social concerns that had to be addressed before the test was administered. To date, over 10,000 Iraqi civilians have been tested using our firm's test instrument. Successful test candidates enter the Police Academy for training.

As Chief Judge of the Court of Appeals, Judge McMillin gained invaluable experience in administering large and complex operations where the timely achievements of were critical to the success of the organization. As chief operations officer for the Police Screening Project, Judge McMillin will be able to utilize his administrative skills to see that the various aspects of the project remain on track and that all critical deadlines are met.



### **LANA PRUDHOMME WHITLOW, PH.D.**

Dr. Whitlow, Vice-President and Lead Psychometrician, holds a Doctorate of Philosophy in Psychology from Southern California University for Professional Studies. She obtained a Master of Science degree in Counseling Psychology, with concentration in psychometrics, from the University of Southern Mississippi and received her Bachelor of Science degree in Psychology at Louisiana State University. While at LSU, Dr. Whitlow assisted senior professors in research, data collection and statistics. Her graduate work included an assistantship to a tenured professor requiring undergraduate teaching, research for the Department of Psychology chairman, data analysis as well as psychometrics. Dr. Whitlow's doctoral dissertation was an original study of the application of an independent work ethic dimension to the success rate within law enforcement personnel. She holds membership in the Academic Honor Societies of Gamma Beta Phi and Psi Chi and is a professional member of American Psychological Association and Louisiana Psychological Association.

Dr. Whitlow's responsibilities for Morris & McDaniel, Inc., are diverse. While she heads the Marketing Division, Dr. Whitlow also conducts all psychological screening of police applicants for our clients in the Greater New Orleans area as well as all executive management assessments for our private New Orleans area clientele. Dr. Whitlow has extensive experience in interviewing and testing and has served as an expert witness for law enforcement testing for selection.

Prior to joining Morris & McDaniel, Inc., Dr. Whitlow held the position as primary psychometrician for two psychological practices as well as neuropsychological assessor for several New Orleans hospitals.

Dr. Whitlow has been with Morris & McDaniel, Inc., since 1990.

### **JEFFREY RAIN, PH.D.**

Dr. Rain has worked with Morris & McDaniel for over 15 years including several testing projects for numerous protective services. He has extensive experience conducting job analysis and developing exercises. He has conducted job analysis for over 15 years for many protective services. Dr. Rain received his undergraduate degree in Psychology from The Citadel, Charleston, South Carolina, and his PH. D in Industrial/Organizational Psychology from Louisiana State University.



## **MARK D. MINCY, PH.D. (ABD)**

Mr. Mark Mincy, Senior Staff Consultant of Morris & McDaniel, Inc., has a Masters Degree in Industrial/Organizational (I/O) Psychology from the University of Arkansas at Little Rock and he holds a Bachelor of Science degree in Psychology with a minor in General Science from the University of Central Arkansas. He is currently working on his PhD in Industrial/Organizational Psychology at the University of Southern Mississippi. He holds memberships in the Society for Industrial and Organizational Psychology, American Society for Training and Development, International Society for Performance Improvement, American Psychological Association, Society for Human Resource Management, Psi Chi - (National Honor Society in Psychology), and the Deming Institute for Quality.

Prior to joining Morris & McDaniel, Inc., Mr. Mincy worked as a Consultant for the Center for Applied Organizational Studies where he assisted in the development of a person - organization fit instrument to be used in employee selection, conducted various job analyses, developed, analyzed, and made improvements to administrative as well as developmental performance appraisal systems (360-degree feedback system), developed, conducted, statistically analyzed, and presented results from organizational surveys for organizations ranging in size from 10 to 10,000 employees. He also assisted in the development of several training programs in both the public and private sector.

While at USM and UALR, Mr. Mincy assisted senior professors in research and data collection. His graduate work included teaching undergraduate courses such as Statistics, Ethics, and Introductory Psychology. In addition, it included diverse research projects involving employee attitude surveys, personality studies, and developing various survey instruments.

Since joining he has become involved with developing competency models, the development of employee selection for tests for use in China, and the development and validation of various Entry-Level and promotional tests and performance-based assessment exercises for such jurisdictions as the Kansas City Fire Department, Boston Police Department, Palm Beach Sheriff's Office, Jacksonville Sheriff's Office, and the City of Norfolk, Virginia. Mr. Mincy has considerable experience conducting candidate orientation sessions, working with the SMEs in the development and review of written test and performance-based exercises, written test and performance-based assessment administration, conducting assessor training and monitoring of the scoring process by assessors, and conducting a 2<sup>nd</sup> Review Process (Appeal/Review) by test candidates.





**KIMBERLY N. ANDERSON, M.S.**

Kimberly Anderson, Senior Staff Consultant of Morris & McDaniel, Inc., holds a Masters of Science degree in Counseling Psychology with an emphasis in Psychometrics and a Bachelor of Arts degree in Journalism with an emphasis in Public Relations and minors in English and Psychology.

During her tenure at Morris & McDaniel, Ms. Anderson has worked with numerous police departments, fire departments, sheriff's offices, and correctional facilities. To date, Ms. Anderson has conducted job analyses for over 800 public sector job titles and specializes in working with subject matter experts in job observations and test and exercise review meetings. Ms. Anderson has administered written tests and performance-based assessment exercises for police, fire, sheriff, and correction organizations, conducted assessor training, and monitored scoring procedures by assessors. Over the past few years, she has worked with clients such as Kansas City, Missouri Fire Department, the State of New Jersey, Memphis Fire Department, Norfolk Fire Department, Metropolitan Nashville Police Department, Jacksonville Police Department, Palm Beach County Sheriff's Department, Orange County Fire Rescue, Austin Police Department, and the United States Park Police.

Ms. Anderson has also served in a training capacity for our private sector clients. Currently, she participates in Morris & McDaniel's International Police Assessment Screening Committee (I.P.A.S.). The mission of the committee is to seek out and identify contacts in likely markets for our police testing services that have been successfully used by the Iraqi Police Service.

While at Morris & McDaniel, Inc., Ms. Anderson has participated in other special projects such as organizational and validation studies.

Ms. Anderson has been with Morris & McDaniel, Inc., since 2000.

**JUDITH THOMPSON, M.ED.**

Judith Thompson, Senior Staff Consultant and Licensed Psychometrist holds a Masters of Education in Psychometry and a Bachelor of Science degree in Elementary Education with areas of concentration in Diagnostic Reading and Fine Arts. Ms. Thompson has done educational testing and consulting and has taught courses in related areas of psychology. She holds membership in the National Association of Psychometrists.

While at Morris & McDaniel, Ms. Thompson has worked with numerous police departments, fire departments, sheriff's offices, correctional facilities, state departments, as well as private sector clients. Ms. Thompson has participated in all phases of test and exercise



development for both entry-level and promotional processes, including job analysis; test and exercise construction, review, and administration; assessor training and scoring of assessment center exercises; and validation and technical report writing for clients.

Ms. Thompson has participated in a Validation Study for the San Antonio Police Department; job analysis study development and validation of written test and assessment exercises for the ranks of Battalion Chief, Captain and Lieutenant for the Kansas City, Missouri, Fire Department; Law Enforcement and Correction Lieutenant and Sergeant for the Palm Beach County Sheriff's Office; Sergeant and Captain for the United States Park Police; Detective, Captain, Lieutenant for the San Antonio Police Department; Fire Battalion Chief, Captain, and Lieutenant for the Norfolk Fire Department; and various other clients. Ms. Thompson has also participated in a number of organizational studies including clients such as Mississippi Department of Human Services and San Antonio Police Department. Ms. Thompson also conducts statistical analyses of data, and writes technical reports for clients. Ms. Thompson also conducts psychological evaluations for the Jackson, MS Airport Authority, Bastrop, Louisiana Police Department, and Memphis Fire and Police Departments.

Ms. Thompson has been with Morris & McDaniel, Inc., since 2000.

#### **MOLLY C. MCDONALD, B.A.**

Molly McDonald, Personnel Analyst of Morris & McDaniel, Inc. holds a Bachelor of Arts degree in Political Science with a minor in English.

Ms. McDonald served as assistant project manager of the Mississippi State Personnel Board Quality Workforce Initiative Project, conducting job analyses for over 500 public sector jobs. In addition to conducting job analyses through technical conferences, this project involved developing competency models for state employees, updating and validating state job descriptions for ADA and EEOC compliance, and writing technical validation reports.

Ms. McDonald is currently in charge of several aspects of the Criminal Justice Basic Abilities certification tests for Law Enforcement and Correctional Officers for the Florida Department of Law Enforcement. She supervises the production of all testing materials; maintains all electronic records pertaining to the contract; participates in data compilation and organization for statistical reports; maintains good business relationships with clients; and ensures compliance with contract requirements.

While at Morris and McDaniel, Inc., Ms. McDonald has participated in the areas of job analysis, validity, and competency development. Ms. McDonald has also participated in the development, administration, and scoring of entry-level and written, knowledge-based exams for



several government agencies and private sector organizations, as well as in the development and administration of performance based assessments for various police and fire departments. In the past, she has worked with clients such as Winston-Salem Police Department, Kansas City Fire Department, Norfolk Police Department, Norfolk Fire and Rescue, Memphis Fire Department, Palm Beach County Fire-Rescue and Sheriff's Office, Metropolitan Nashville Police Department, Houston Police Department, University of Texas at Houston Police Department, Orange County Fire Rescue, Tucson Police Department, and Mississippi Highway Patrol.

Ms. McDonald has been with Morris & McDaniel, Inc. since 2003.

#### **MAYRA PRADO, B.S.**

Mayra Prado, Staff Consultant of Morris & McDaniel, Inc., holds a Bachelor of Science degree in Accounting with a minor in Business.

While at Morris & McDaniel, Inc., Ms. Prado has participated in the review of testing instruments and development and scoring of written knowledge-based tests for police organizations and fire organizations. In addition, Ms. Prado has participated in job analyses, administration, and scoring of assessment centers for various police and fire departments. Ms. Prado has also supervised scoring procedures such as compiling and verifying data, creating feedback reports and final lists for several police and fire departments. In the past, she has worked with clients such as Austin Police Department, San Antonio Police Department, Jackson Police Department, and Jackson Fire Department.

While at Morris & McDaniel, Inc. Ms. Prado has participated in other special projects such as an organizational study for a large Department.

Ms. Prado has been with Morris & McDaniel, Inc., since 2009.

#### **ELIZABETH WOOD, B.A.**

Elizabeth Wood, Staff Consultant of Morris & McDaniel, Inc. holds a Bachelor of Arts degree in Biology with a dual Bachelor of Arts degree in Psychology.

While at Morris and McDaniel, Inc. Ms. Wood has participated in the areas of job analysis, validity, and competency development. Ms. Wood has also participated in the development and administration of written knowledge based tests for police and fire organizations across the country. In addition, she has taken part in the development and administration of performance based assessments for various police and fire departments. Recently she has worked with clients such as Jackson Fire Department, Orange County Fire Rescue Department, Houston Fire Department, and the Mississippi Highway Patrol.

Ms. Wood has been with Morris & McDaniel, Inc. since 2010.



We claim as confidential by virtue of being a "trade secret" as defined by the following information:

The list of client references required under the RFP that include jurisdiction identification, contact person, prior work history with the jurisdiction, and ranks tested. The rationale being that this amounts to a detailed and highly informative customer list of our company.

***Note: Morris & McDaniel, Inc. does not wish to disclose our firm's protective service clients outside the scope of the proposal review by the proposal decision-makers in the City Durham, North Carolina and the Durham Police Department.***

**The information in this section is proprietary and confidential - Pages 53-56.**

#### CLIENT REFERENCES

Morris & McDaniel, Inc. has over thirty-eight (38) years of extensive experience in developing promotional systems for Public Safety Departments, both nationally and internationally. The following is a partial list of Public Safety clients we have served.

#### **CLIENT: NORFOLK POLICE AND FIRE DEPARTMENTS, NORFOLK, VIRGINIA**

Sworn Personnel for Police – 767 and Sworn Personnel for Fire – 502



**Police Contact: Assistant Chief Ed Ryan, Norfolk Police Department, 757-664-3282,**

**[edward.ryan@norfolk.gov](mailto:edward.ryan@norfolk.gov)**

**Fire Contact: Fire Chief Jeffrey Wise, Norfolk Fire Rescue, 757-664-6600, [jeff.wise@norfolk.gov](mailto:jeff.wise@norfolk.gov)**

**Ranks Tested, Testing Components, and Year Tested:**

**Police Corporal** – written knowledge test – Long Term Contract and Currently in Progress – 2015 (test scheduled for January), 2012, 2005, 2003

**Police Sergeant** – written knowledge test and 3 performance-based assessment exercises – Long Term Contract and Currently in Progress – 2015 (test scheduled for January), 2012, 2011, 2009, 2007, 2005, 2003

**Police Lieutenant** – written knowledge test and 3 performance-based assessment exercises – Long Term Contract and Currently in Progress – 2015 (test scheduled for January), 2012, 2011, 2009, 2007, 2005, 2003

**Police Captain** – written knowledge test and 3 performance-based assessment exercises – Long Term Contract and Currently in Progress – 2015 (test scheduled for January), 2012, 2011, 2009, 2007, 2005, 2003



**Fire Lieutenant** – written knowledge test and 3 performance-based assessment exercises – Long Term Contract and Currently in Progress – 2014, 2012, 2010, 2008, 2006, 2003

**Fire Captain** – written knowledge test and 3 performance-based assessment exercises – Long Term Contract and Currently in Progress – 2014, 2012, 2010, 2008, 2006, 2003

**Battalion Fire Chief** – written knowledge test and 3 performance-based assessment exercises – Long Term Contract and Currently in Progress – 2014, , 2012, 2010, 2008, 2006, 2003

**CLIENT REFERENCE: NEWPORT NEWS POLICE DEPARTMENT, NEWPORT NEWS, VIRGINIA**



Sworn Personnel for Police – 440

**Contact:** Chief of Police Richard W. Myers, (757) 928-4300, [chfoff@nngov.com](mailto:chfoff@nngov.com), Assistant Police Chief Joe Moore, (757) 928-4306, [mooreja@nngov.com](mailto:mooreja@nngov.com) or Lillian Taylor, (757) 928-4377, [taylorlb@nngov.com](mailto:taylorlb@nngov.com)

Ranks Tested, Testing Components, and Year Tested:

**Police Chief** – Written Executive In-Basket Exercise and 3 performance-based assessment exercises– 2013

**Police Captain** – job analysis, performance-based assessment exercises, and development/administration/on-site monitoring of Personnel Record Evaluation Component (Training, Education, and Experience) – 2014, 2012, 2010, 2009

**Police Lieutenant** – job analysis, written knowledge test, 3 performance-based assessment exercises, and development/administration/on-site monitoring of Personnel Record Evaluation Component (Training, Education, and Experience) – 2014, 2012, 2010, 2009

**Police Sergeant** – job analysis, written knowledge test, 3 performance-based assessment exercises, and development/administration/on-site monitoring of Personnel Record Evaluation Component (Training, Education, and Experience) – 2014, 2013, 2012, 2010, 2009

**Master Police Officer** –job analysis, and 1 performance-based assessment exercise containing 5 scenarios – 2013, 2012, 2011, 2010, 2009

**CLIENT REFERENCE: JEFFERSON PARISH SHERIFF'S OFFICE, HARVEY, LOUISIANA**

Sworn Personnel for Law Enforcement – 758

Sworn Personnel for Corrections - 297

**Contact:** Chief Deputy John Thevenot, Special Investigation Bureau, (504) 364-5405, fax (504) 364-5495, [Thevenot\\_JL@jpso.com](mailto:Thevenot_JL@jpso.com)



**Address: 7725 Maple Avenue, Harvey, LA 70058**

Ranks Tested, Testing Components, and Year Tested:

**Law Enforcement Sergeant and Lieutenant** – Conducted Job Analyses, developed, administered, and scored Promotional Tests (written knowledge examinations, past performance review, and performance-based assessment exercises) – 2014 (ongoing), 2011, 2009, 2008

**Corrections Sergeant and Lieutenant** – Conducted Job Analyses, developing, administering, and scoring Promotional Tests (written knowledge examinations, past performance review, and performance-based assessment exercises) – 2014 (ongoing), 2011, 2009, 2008

**CLIENT: GEORGIA ASSOCIATION OF CHIEFS OF POLICE, DULUTH, GEORGIA**



**Contact: Frank Rotondo, Executive Director, (770) 495-9650**

**Address: 3500 Duluth Park Ln., Suite 700, Duluth, GA 30096**

Working with the Georgia Association of Chiefs of Police we have assisted in several Police Chief selection programs including: Sylvester Police Department, West Point Police Department, Cochran Police Department, Hiram Police Department, Roswell Police Department, West Point Police Department, Albany Police Department, and Swainsboro Police Department.

**Project years: 1998 to Present.**

**CLIENT REFERENCE: AUSTIN POLICE DEPARTMENT, AUSTIN, TEXAS**



Sworn Personnel – 2,100

**Client Contact: Barry Cook, Civil Service Director, (512) 974-3314, [barry.cook@austintexas.gov](mailto:barry.cook@austintexas.gov)**

Ranks Tested, Testing Components, and Year Tested:

**Police Lieutenant** – job analysis, written test and three (3) performance-based exercises - 2014, 2012, 2010

**Police Sergeant** – job analysis, written test and three (3) performance-based exercises - 2014, 2013, 2009

**Police Commander** – job analysis, written test and three (3) performance-based exercises, 2014, 2010, 2003



**CLIENT: CHATTANOOGA POLICE AND FIRE DEPARTMENTS, CHATTANOOGA, TENNESSEE**

Sworn Personnel for Police - 470

Sworn Personnel for Fire - 400



**Contact: Donna Kelley, Personnel Administrator, (423) 757-5202, [kelley\\_donna@mail.chattanooga.gov](mailto:kelley_donna@mail.chattanooga.gov).**

**Ranks Tested, Testing Components, and Year Tested:**

**Police Lieutenant** - written test and 3 performance-based assessment exercises - 2008

**Police Sergeant** - written test and 3 performance-based assessment exercises - 2008

**Fire Captain** - written test and 3 performance-based assessment exercises – 2011, 2009

**Fire Lieutenant** - written test and 3 performance-based assessment exercises -2011, 2009



**Our information claimed as proprietary and confidential ends here.**



## VI. COSTS





Durham Police Department		Sr. Proj Mgr		Proj Mgr		Sr Analysts		Tech Support	
Task	Description of Task	Hourly rate: \$ 185	Indiv total	Hourly rate: \$ 150	Indiv total	Hourly rate: \$ 135	Indiv total	Hourly rate: \$ 125	Indiv total
		LOE in hrs		LOE in hrs		LOE in hrs		LOE in hrs	
	For Corporal/Sergeant/Lieutenant/Captain								
1	Project Planning	12	\$ 2,220		\$ -				
3	Develop Written exams (two)	10	\$ 1,850	24	\$ 3,600	32	\$ 4,320	24	\$ 3,000
4	SME Review of Written exam	2	\$ 370	4	\$ 600	36	\$ 4,860	8	\$ 1,000
	Expenses re written exam development								\$ 6,830
5	Written Exam Admin & Scoring	8	\$ 1,480	8	\$ 1,200		\$ -		\$ 3,200
	Expenses related to Written Admin/Score							16	\$ 2,000
6	Candidate Orientation	16	\$ 2,960	4	\$ 600				\$ 4,680
	Travel expenses candidate orientation					8	\$ 1,080	24	\$ 3,000
7	Develop Assmnt Cntr Exercises	4	\$ 740	2	\$ 300	32	\$ 4,320		\$ 2,500
	Expenses related to Exercise Dev incl travel							16	\$ 2,000
8	SME Review of Assmnt Exercises	4	\$ 740	2	\$ 300	24	\$ 3,240		\$ 3,700
	Travel expenses re SME Review								\$ 4,280
9	Administer Assmnt Cntr Exercises	16	\$ 2,960	24	\$ 3,600	32	\$ 4,320	32	\$ 4,000
	Travel & subsistence exp's Admin Exercises								\$ 14,880
10	Assessor Training & monitor scoring	8	\$ 1,480	8	\$ 1,200		\$ -	32	\$ 4,000
	Travel & subsistence Assmnt Scoring								\$ 6,680
11	Provide Feedback & final list	2	\$ 370	4	\$ 600	8	\$ 1,080		\$ 35,000
12	Assist Past Perf rating development	4	\$ 740	4	\$ 600	8	\$ 1,080	4	\$ 500
13	Train Past Perf evaluators	4	\$ 740	4	\$ 600	8	\$ 1,080	4	\$ 500
14	Submit Final Report					8	\$ 1,080		\$ -
	Projected profit					8	\$ 1,080		\$ -
	TOTAL								\$ 12,000
									\$ 152,330

Note 1: All staffers are estimated to commit approximately 25% of their time to the project with that percentage increasing dramatically during crucial phases.

Note 2: All hourly rates are fully loaded rates that include gross compensation including salary, health and retirement contributions, and general overhead.

# **Appendix A**

## **Morris & McDaniel, Inc. Professional Staff Resumes**



**DAVID M. MORRIS, PH.D., J.D., FACFE, DABFE**

**President**

**Project Director**

Morris & McDaniel, Inc.  
Management Consultants  
117 South Saint Asaph Street  
Alexandria, VA 22314  
Tel: (703) 836-3600  
Fax: (703) 836-4280

E-Mail: [contact@morrisandmcdaniel.com](mailto:contact@morrisandmcdaniel.com)

**Employment Experience:**

1976 to present	Founded Morris & McDaniel, Inc. and served as Vice President until 1988; 1988 to present, served as President.
1978	Adjunct Faculty, University of Southern Mississippi
1976	Associate for Bayley Associates, Jackson, Mississippi, Industrial/Organizational Management Firm.
1973	Adjunct Faculty, Delgado College, New Orleans, Louisiana
1970 to 1972	Adjunct Faculty, Troy State University, Alabama
1970 to 1972	Research for the U.S. Army
1967 to 1969	Teaching Assistantship, Mississippi State University, Psychology Department

**Consulting Experience:**

Development, implementation and translation of a screening test for potential candidates for the Iraqi Police Service (IPS), Baghdad, Iraq.

Developed and conducted promotional examinations and assessment centers for the ranks of Law Enforcement and Corrections Lieutenant and Sergeant and Entry-Level for the Palm Beach County Sheriff's Office, W. Palm Beach, Florida.

Developed and conducted entry-level and promotional examinations and assessment centers for the ranks of Fire Captain, Battalion Fire Chief, Deputy Fire Chief and Entry-Level Firefighters for the Kansas City Fire Department, Kansas City, Missouri.



Developed and conducted promotional examinations and assessment centers for the ranks of Police Corporal, Sergeant, Lieutenant, and Captain for Norfolk Police Department and the ranks of Fire Captain and Battalion Fire Chief for Norfolk Fire Department for the City of Norfolk, Virginia.

Developed and conducted promotional examinations and assessment centers for the ranks of Fire Driver, Fire Lieutenant, Battalion Fire Chief, Air Crash Chief and Division Chief for Memphis Fire Suppression for the City of Memphis, Tennessee.

Developed and conducted promotional examinations and assessment centers for the ranks of Lieutenant and Sergeant for the Tucson Police Department, Tucson, Arizona.

Development of entry-level law enforcement and correctional examination for jurisdictions throughout the State of Florida.

Developed entry-level entrance examination process for Entry-Level Police Officer for the City of Philadelphia Police Department, Philadelphia, Pennsylvania.

Developed and conducted entry-level and promotional testing for police jurisdictions throughout the State of Georgia.

Developed and conducted promotional examination and assessment centers for Sergeant and Lieutenant for City of Boston, Massachusetts.

Developed written tests and promotional process for Detective for Boston Police Department, Boston, Massachusetts.

Developed and conducted pre-test training, written tests, and assessment centers for Police Corporal, Sergeant, Lieutenant, Fire Lieutenant, Station Commander, and Shift Commander for Arlington County, Virginia.

Developed job-related Entry-Level Police and Fire examinations for Kenner Police and Fire Departments, Kenner, Louisiana.

Developed and conducted promotional tests for Fire Ranks of Lieutenant, Captain, Battalion Chief, and Assistant Chief for Cleveland Fire Department, Cleveland, Ohio.

Consultant to Port of New Orleans for test development/selection and validation.

Consultant to Amtrak for promotional tests, assessment centers, and performance appraisal systems.



Consultant to Jefferson Parish, Louisiana, for developing a valid and defensible performance appraisal system.

Consultant to Mitchell Engineering for review of selection procedures and applicant flow in anticipation for legal defense work.

Consultant to Southern Scrap for conducting legally defensible personnel selection.

Consultant to the U.S. National Park Service on selection and organizational issues.

Consultant to the State of Wyoming for developing the State's Performance Appraisal System.

Consultant to Johnston-Tombigbee Furniture Co. for review of selection procedures, various personnel aspects, and adverse impact analysis in anticipation of legal defense.

Conducted annual Mississippi Banking Association survey (1986, 1987, 1988) of bank salaries and fringe benefits.

Consultant to State Air and Water Pollution Control Commission (job analysis and job evaluation).

Consultant to Mississippi Department of Public Welfare for the development of a legally defensible training program with valid achievement tests.

Consultant to Seminole Manufacturing for review of recruiting procedures, selection procedures, promotional procedures, and adverse impact analysis in anticipation of legal defense.

Developed promotional examinations for the U.S. Capitol Police.

Conducted comprehensive multi-purpose job analysis for two federal government job series for subcontractor to Human Technology, Inc., for the Office of Personnel Management and Bureau of Labor Statistics.

Conducted job evaluation of 40 jobs and organizational restructuring for Mississippi State Tax Commission.

Conducted job evaluation of selected jobs in the Motor Vehicle Comptroller's Office for Mississippi State Personnel Board.



Conducted three job evaluation projects for: Engineers and Technical Jobs in the State Highway Department, Environmental Engineers in the Pollution Control Bureau, and Industrial Representatives in the Department of Economic Development for Mississippi State Highway Department and Mississippi State Personnel Board.

Conducted comprehensive job analysis and developed selection procedure development for 340 State Jobs for Mississippi State Personnel Board.

Conducted selection and placement of Power Company Managers and Supervisors for Louisiana Power & Light Company, and Mississippi Power & Light Company.

Conducted screening of security personnel for nuclear power industry for Capital Security Services.

Served as the testing expert of record for two power companies as prime contractors for the Nuclear Regulatory Commission.

Developed selection procedure using a written knowledge test and an assessment center for a management position for Mississippi Employment Security Commission.

Developed selection and promotion examinations for three grain operator jobs for Continental Grain Co., New Orleans, Louisiana.

Developed entry-level selection procedure for Medicaid Specialist for Mississippi Medicaid Commission, Jackson, Mississippi.

Conducted cross-national selection testing research project of business companies concerning the use of formal selection tests in the recruitment and selection process for higher status jobs in England, France, and Holland. European Common Market Congress, Europe.

Conducted pre-test training, written examinations and oral boards for Police Sergeants and Lieutenants for Metropolitan Area Transit Authority, Washington, D.C.

Developed and implemented assessment centers for Sergeants, Lieutenants, and Captain and Fire Lieutenants, and District Chief for Police and Fire Department, Corpus Christi, Texas.

Developed and implemented police tests and assessment centers for Corporal, Sergeant, First Sergeant, First Lieutenant, Second Lieutenant, and Captains, for Maryland State Police, Pikesville, Maryland.



Developed and implemented police written tests and assessment centers for Sergeants, Lieutenants, and Captains for Consolidated Office of the Sheriff of the City of Jacksonville, Florida.

Developed job-related Entry-Level Police examinations for Harbor Police of the Port of New Orleans, Louisiana.

Developed job-related Entry-Level Police examination for Orleans Levee Board, New Orleans, Louisiana.

Developed assessment center for Police Sergeant for Rockville City Police Department, Rockville, Maryland.

Developed written examination for Police Detective, Sergeant, Lieutenant and Captains for United States Capitol Police, Washington, D.C.

Conducted individual assessment of Police Candidates for Kenner Police Department, Kenner, Louisiana.

Conducted individual assessment of Police Candidates for St. John the Baptist Parish Police Department.

Conducted individual assessment of Police Candidates for Orleans Levee Board Police Department.

Conducted individual assessment of Police Candidates for Harahan Police Department, Louisiana.

Conducted individual assessment of Police Candidates for Port of New Orleans Police Department, New Orleans, Louisiana.

Developed Entry-Level Firefighter examinations for international market for International Personnel Management Association, Alexandria, Virginia.

Developed and implemented performance appraisal system for Mississippi State Personnel Board.

Developed performance-based merit pay system for state agencies for Mississippi State Personnel Board.

Developed and conducted "Train the Trainers" Program and self-study text on performance standards for Department of the Army, Forces Command Division.

Conducted management assessment for Chief Executive Officer for several private companies. Electric Company, National Association.



Developed and implemented organizational assessment and feedback questionnaire for Bank of Mississippi.

Conducted organizational development for branch office of national accounting firm, Touche Ross.

Conducted organizational development for a food-processing plant for B.C. Rogers Company.

Conducted management training for State Government Managers for Mississippi State Personnel Board.

Developed and conducted job knowledge and skills training program for Welfare Workers for Mississippi State Department of Public Welfare.

Developed pre-employment selection and training program for Welfare Workers for Mississippi State Department of Public Welfare.

Conducted behavioral reliability training for Waterford 3 Nuclear Power Plant, Louisiana Power & Light Company.

Developed and conducted Psychiatric Aide Skills Training Program for Department of Labor, Jobs Training Partnership Act, Nashville, Tennessee.

Developed and conducted customized Food Service Worker Skills Training Program for Department of Labor, Jobs Training Partnership Act, Gulf Coast Business Services Corporation, Gulfport, Mississippi.

Conducted youth entrepreneur summer program for Department of Labor, Jobs Training Partnership Act, Gulf Coast Business Services Corporation, Gulfport, Mississippi.

Evaluation of Pilot Training Programs. Mid Wales Development Board, Great Britain.

Supervised research project regarding equal opportunities in training for Manpower Services Commission, England.

Supervised personal effectiveness and self-development course for Export Credit Guarantee Department, British Civil Service, England.

Developed written tests and assessment centers for Captain for Prince William Fire Department, Prince William, Virginia.

Developed written tests and assessment centers for Fire Lieutenant for Prince William Fire Department, Prince William, Virginia.





## **Publications:**

Morris, D.M., and Thornton, G., The Application of Assessment Center Technology to the Evaluation of Personnel Records, Public Personnel Management, Volume 30 No. 1, Spring 2001.

Morris, D.M., and Pittman, S., Amtrak Police Department, Final Report, Development of the Promotional Procedures for the Position of Lieutenant. Washington, D.C.: Morris & McDaniel, Inc., 1990.

Morris, D.M., and Pittman, S., Amtrak Police Department, Final Report, Development of the Promotional Procedures for the Position of Sergeant. Washington, D.C.: Morris & McDaniel, Inc., 1990.

Morris, D.M., and Pittman, S., Alexandria Fire Department, Final Report, Development of the Promotional Procedures for the Position of Emergency Rescue Technician III. Washington, D.C.: Morris & McDaniel, Inc., 1989.

Morris, D.M., and Pittman, S., Alexandria Fire Department, Final Report, Development of the Promotional Process for the Positions of Lieutenant and Captain. Washington, D.C.: Morris & McDaniel, Inc., 1988.

Morris, D.M., Arlington County Fire Department, Final Report, Development of a Pretraining Package and Examination for Promotion to Fire Supervisor. Washington, D.C.: Morris & McDaniel, Inc., 1984.

Morris, D.M., Arlington County Fire Department, Final Report, Development of a Pretraining Package and Examination for Promotion to Fire Station Commander. Washington, D.C.: Morris & McDaniel, Inc., 1984.

Morris, D.M., Arlington County Fire Department, Final Report, Development of a Pretraining Package and Examination for Promotion to Fire Supervisor. Washington, D.C.: Morris & McDaniel, Inc., 1985.

Morris, D.M., Arlington County Fire Department, Final Report, Development of a Pretraining Package and Examination for Promotion to Fire Shift Commander. Washington, D.C.: Morris & McDaniel, Inc., 1985.

Morris, D.M., Arlington County Fire Department, Final Report, Development of a Pre-Training Package and Examination for Promotion to Fire Station Commander. Washington, D.C.: Morris & McDaniel, Inc., 1985.

Morris, D.M., Arlington County Police Department, Final Report, Development of a Pre-Training Package and Examination for Promotion to Police Sergeant. Washington, D.C.: Morris & McDaniel, Inc., 1985.



Morris, D.M., Arlington County Police Department, Final Report, Development of a Pre-Training Package and Examination for Promotion to Police Lieutenant. Washington, D.C.: Morris & McDaniel, Inc., 1985.

Morris, D.M., Arlington County Police Department, Final Report, Development of a Pre-Training Package and Examination for Promotion to Police Corporal. Washington, D.C.: Morris & McDaniel, Inc., 1985.

Morris, D.M., City of Cleveland Fire Department, Final Report, Development of Promotional Procedures, Washington, D.C.: Morris & McDaniel, Inc., 1989.

Morris, D.M., International Personnel Management Association, Final Report, Development and Validation of IPMA Entry-Level Firefighter Examinations. Washington, D.C.: Morris & McDaniel, Inc., 1989.

Morris, D.M., and Pittman, S., Maryland State Police, Final Report, Development of the Promotional Procedures for Five Ranks. Washington, D.C.: Morris & McDaniel, Inc., 1989.

Morris, D.M., and Pittman, S., Prince William County Department of Fire and Rescue, Final Report, Development of the Promotional Process for Fire Captain. Washington, D.C.: Morris & McDaniel, Inc.

Morris, D.M., and Pittman, S., Prince William County Department of Fire and Rescue, Job Analysis Report for Lieutenant. Washington, D.C.: Morris & McDaniel, Inc., 1989.

Morris, D.M., and Pittman, S., Rockville City Police Department, Final Report, Development of the Promotional Process for the Position of Police Sergeant. Washington, D.C.: Morris & McDaniel, Inc., 1987.

Morris, D.M., and Pittman, S., Rockville City Police Department, Final Report, Development of the Promotional Process for Police Sergeant. Washington, D.C.: Morris & McDaniel, Inc., 1989.

Morris, D.M., and Pittman, S., United States Capitol Police, Content Validity Report for the Position of Sergeant. Washington, D.C.: Morris & McDaniel, Inc., 1988.

Morris, D.M., and Pittman, S., United States Capitol Police, Content Validity Report for the Position of Lieutenant. Washington, D.C.: Morris & McDaniel, Inc., 1988.



Morris, D.M., and Pittman, S., United States Capitol Police, Content Validity Report for the Position of Detective. Washington, D.C.: Morris & McDaniel, Inc., 1988.

Morris, D.M., and Pittman, S., United States Capitol Police, Content Validity Report for the Position of Captain. Washington, D.C.: Morris & McDaniel, Inc., 1988.

Morris, D.M., Jackson Fire Department, Final Report, Development of a Content Valid Promotional Exam for Fire Lieutenant. Washington, D.C.: Morris & McDaniel, Inc., 1990.

Morris, D.M., Boston Police Department, Final Report, Development and Validation of the Promotional Process for Police Sergeant and Lieutenant. Washington, D.C.: Morris & McDaniel, Inc., 1987.

Morris, D.M., Boston Police Department, Final Report, Development and Validation of the Promotional Process for Police Detective. Washington, D.C.: Morris & McDaniel, Inc., 1990.

Morris, D.M., Washington Area Metro Authority Transportation Authority, Job Analysis Report for Police Lieutenant. Washington, D.C.: Morris & McDaniel, Inc., 1985.

Morris, D.M., Washington Area Metro Authority Transportation Authority, Job Analysis Report for Police Sergeant. Washington, D.C.: Morris & McDaniel, Inc., 1985.

#### **Books:**

EEO Law and Personnel Practices, Arthur Gutman; David M. Morris, Author of Forward; Tara S. Mead, Sage Production Editor, 1993

#### **Tests Published:**

The Multiple-Choice Management In-Basket Exercise. Morris & McDaniel, Inc.: Washington, D.C., 1990.

National Police Entry-Level Examination. Morris & McDaniel, Inc.: Washington, D.C., 1990.

National Firefighter Examination. Morris & McDaniel, Inc.: Washington, D.C., 1989.



IPMA Entry-Level Firefighter Test. International Personnel Management Association: Alexandria, Virginia, 1987.

**Presentations Made:**

How to Conduct Promotional and Entry-Level Selections while Involving Stakeholders. Invited Speaker by the Fire Metro Chiefs 2010 Expo, Memphis, Tennessee, 2010.

Important Considerations for Conducting In-House Assessments for Selections and Promotions. Invited Speaker by the Massachusetts Municipal Personnel Association representing the International Public Management Association for Human Resources (IPMA-HR), Boxborough, Massachusetts, 2009.

Using Modern Assessment Techniques to Rebuild the Security Forces in War-Torn Iraq. Invited Speaker by the American Psychological Association, San Francisco, California, 2007.

Using Cross-Cultural Tests to Help Rebuild Iraqi Security Forces - Implications for Global HR Manager. Invited Speaker by the International Public Management Association for Human Resources, St. Louis, Missouri, 2007.

Using Cross-Cultural Tests to Help Rebuild Iraqi Security Forces - Implications for Global HR Manager. Invited Speaker by the Association of Test Publishers, Palm Springs, California, 2007.

Using Modern Assessment Techniques to Rebuild the Security Forces in War-Torn Iraq - Implications for Global HR Manager. Invited Speaker by the 33rd International Congress on Assessment Center Methods, London, England, 2006.

Selecting the Best: The Latest in State-Of-The Art Personnel Selection. Invited Speaker/Workshop by SHRM, Jackson, MS 2006.

Establishing the New Entry Level Police Screening Test for the Nation of Iraq. Invited Speaker by the Personnel Testing Council/Metro Washington, November PTC/MW Luncheon, Washington, D.C., 2004.

The Reconstruction of Iraq. Invited Speaker by the American National Standards Institute, ANSI Personnel Certification Summit, Washington, D.C., 2004.



Applicant and Employee Testing and Evaluation in Today's Legal Environment. Invited Speaker by the SMU Dedman School of Law, Labor and Employment Law Seminar, Hot Springs, Virginia, 2003.

Legal Issues in Assessment Centers and Other Performance-Based Assessments. Invited Speaker by the Grand Lodge Fraternal Order of Police, Phoenix, Arizona, 2001.

Occupational Assessment of Personality in Non-Pathological Populations and Assessment Issues, Techniques and Challenges in Occupational Evaluations. Invited Speaker by the Department of Psychology, Massachusetts Mental Health Center of Harvard Medical School, 2001.

Legal Implications of Some Selective Industrial/Organizational Psychology Practices. Invited Speaker at the Georgia Association of Psychology, Atlanta, Georgia, 2000.

Multiple-Choice In-Baskets for Management Assessment. Invited speaker at the International Congress on Assessment Centers, Orlando, Florida, 1999.

Effective Applicant and Employee Evaluation and Testing. Jackson, Mississippi, 1998.

Series of Personnel Seminars, 1986. Morris & McDaniel, Ltd., in conjunction with Morris & McDaniel, Inc., conducted a series of seminars on the following issues: "The Uses and Abuses of Selection Tests"; "Recent Developments in Assessment Centers"; and "Issues of Validity in Selection Testing." London, England.

Multiple-Choice In-Baskets for Management Assessment. Invited speaker at the International Congress on Assessment Centers, Toronto, Canada, 1991.

Legal Issues in the Selection Process. The International Association of Chiefs of Police, September, 1990.

The New Legal Issues: Employment Testing and Assessment. American Management Association in San Francisco, California, April 1990.

Testing Economy and Usefulness. General Electric In-House Conference for Human Resource Managers, Charlotte, North Carolina, 1990.



Legal Issues in Testing and Assessment. The InSci User's Conference, Atlanta, Georgia, October, 1990.

Using Assessment Centers as a Management Skills Audit. Invited speaker at the October International Training and Development Conference of the Management Centre Europe, in Brussels, Belgium, October, 1987.

Building Legal Defensibility into Selection Programs. American Psychological Association, Division for Industrial/Organizational Psychology, Continuing Education Program, August, 1986.

EEO Guidelines and Psychological Testing. Louisiana Psychological Association Meeting.

The Role of a Consultant. Southeastern Conference for State Personnel Directors.

Getting the EEO Lightning Rods Out of Your Personnel Practices. Mississippi Association of City Clerks, Tax Assessors, and Collectors.

Tests Can Save You Millions of Dollars in Production. American Society of Public Administrators.

The Gathering of Storm Clouds in the Weber Decision. International Association of Personnel in Employment Security.

Personnel Law After Bakke. American Society of Public Administrators, annual meeting, 1978.

Psychologists in the Courtroom. The Louisiana Psychological Association convention, one-day workshop.

An analysis of the U.S. Supreme Court Decision on Bakke. International Association of Personnel in Employment Security, annual meeting, 1978.

### **Legal Experience: Case Preparation, Testimony**

Technical assistance to Emory A. Plitt, Maryland Attorney General's Office, for negotiations involving the Black Trooper's Association.

Consultant to Threadgill and Smith, Attorneys at Law, for reviewing adverse impact analysis, promotional procedures, and selection procedures in anticipation of litigation.



Consultant to Sidney A. Bache, Attorney at Law, giving expert witness testimony in Federal Court regarding promotional and testing procedures.

Consultant to Rhonda Lustman, Attorney at Law, for reviewing consent decree and giving expert testimony in Federal Court regarding promotional and testing procedures and their effect on women.

Consultant to Dale Wilkes, Attorney at Law, for reviewing consent decree and giving expert testimony in Federal Court regarding promotional and testing procedures and their effect on Hispanics.

Consultant to Mississippi Attorney General's office for Title VII Lawsuit defense, assistance with data analysis, applicant flow analysis, test validation and expert witness testimony.

Technical assistance to Mitchell Engineering for review of selection procedures and applicant flow in anticipation of legal defense work.

Technical assistance to Seminole Manufacturing Company for review of recruiting procedures, selection procedures, promotional procedures, and adverse impact analysis in anticipation of legal defense.

Technical assistance to Threadgill and Smith, Attorneys at Law, for reviewing adverse impact analysis, promotional procedures, and selection procedures in anticipation of litigation.

Technical assistance to Sidney A. Bache, Attorney at Law, giving expert witness testimony in Federal Court regarding promotional and testing procedures.

Technical assistance to Rhonda Lustman, Attorney at Law, for reviewing consent decree and giving expert testimony in Federal Court regarding promotional and testing procedures and their effect on Hispanics.

Technical assistance to Johnston-Tombigbee Furniture Company for review of selection procedures, and various personnel practices, and adverse impact analysis in anticipation of legal defense.

Technical assistance to Attorneys for Arlington County, Virginia, in the defense of selection procedures.

Technical assistance to Attorneys for the Mississippi State Personnel Board for the defense of minimum qualifications.

Technical assistance to Attorneys for the City of Jacksonville, Florida, for defense of selection procedures.



Technical assistance to Attorneys and Management for the U.S. Park Service regarding the development of legally defensible selection systems.

Technical assistance to Attorneys for the City of Cleveland, Ohio, for presentation of validity evidence on personnel selection.

Technical assistance to Attorneys for the City of Rockville, Maryland, for defense of selection procedures.

*The following are case citations and attorneys for use in the evaluation of legal support services provided by David Morris:*

*United States v. City of Garland, Texas, United States District Court for the Northern District of Texas, Dallas, Division, Case No. 3:98CV-0307-L.*

Attorney: Lisa Von Eschen, Latham & Watkins  
(213) 891-7502

*Barbara Arrington, et. al., v. Southern Pine Electric Power Association, Circuit Court of Smith County, Mississippi, Case No. 99-0002.*

Attorney: Monte Barton, Copeland, Cook, Taylor & Bush  
(601) 856-7200

*Deambra Brown, et. al. v. Kellogg Company, Kellogg USA, Inc., Case No. 8:98CV-383*

Attorney: Bill Muth, Berens & Tate, P.C.  
Christopher E. Hoyme, Berens & Tate  
(402) 391-1991

*Mulderig v. City of Philadelphia, CP, Civil Trial Division, No. 546.*

Attorney: John C. Straub, former Chief Deputy City Solicitor  
(215) 684-6176

*Sara Beard v. The Mississippi State Department of Education, et. al., Civil Action No. 3: 94CV542BN*

Attorney: Armin J. Moeller, Jr.  
(601) 965-8156

*United States of America et al., v. City of Montgomery, et al., Civil Action No. 3839-N:*

Attorney: Thomas M. Goggans, Montgomery, Alabama  
(334) 834-2511





Denise Chapman, Kenneth Donnell, Joseph Langston, Frederick Moore, Larry Robinson v. Brinker International Inc. d/b/a Chilli's Grill and Bar, and Grady's Inc., d/b/a Grady's American Grill, U.S. District Court, Southern District of Mississippi, Jackson Division, Case No. 3:95CV628LN.

Attorney: James D. Bell, Bell & Associates  
(601) 898-1111

Cecil Hankins v. City of Philadelphia, U.S. District Court for the Eastern District of Pennsylvania.

Attorney: Howard Lebofsky, Deputy City Solicitor  
(215) 685-5123

William P. Hammons, et al., v. Oscar Adams, et al.

Attorney: Louis L. Robein, Jr., Gardner, Robein, & Healey, New Orleans, Louisiana  
(504) 885-9994. Analyzed applicant flow.

Massachusetts Association of Minority Law Enforcement Officers (MAMLEO) v. Boston Police Department, U.S. District Court; Docket No. 78-529-S. Court Presentation before Judge Walter Jay Skinner regarding Test Issues.

Attorney: John Albano,  
(617) 951-8360.

Larry Williams, et al. v. City of New Orleans, et al. Eastern District of Louisiana, No. 73-629, Section "G." Served as expert for four different interveners who were objecting to the Consent Decree for the New Orleans Police Department.

Attorneys: Sidney Bache, Rhonda Lustman, Lynn Wasserman, and Dale Wilkes  
(504) 888-3700.

Clinton W. Hammock, et al. v. City of Auburn, et al., U.S. District Court for the Middle District of Alabama, Eastern Division, Civil Action 87-V-680-E.

Attorney: Dudley Perry, Perry & Russell, Montgomery, Alabama  
(334) 262-7763.

Carolyn Jordan, et al. v. John Wilson, et al. U.S. District Court, Middle District of Alabama, Civil Action No. 75-19-N.

Attorney: Thomas M. Goggans, Montgomery, Alabama  
(334) 834-2511

Thomas J. Wise v. Arlington County, Virginia, U.S. District Court, Civil Action 85-256-A.



Alice Anselmo v. Mayor and City Council of Rockville, Maryland, et al., U.S. District Court, Maryland District, Civil Action No. JFM-87-2311.

Attorney: Judith Catterton, City Attorney's Office  
(301) 294-0460.

Paul Carr et al. v. Massachusetts Department of Personnel Administration, Case Nos. G-461, 462, 463, 464, and 465. Before the Commonwealth of Massachusetts Civil Service Commission.

Attorney: Harold L. Lichten, Angoff, Goldman, Manning, Pyle, Wangner & Hiatt  
(617) 723-5500.

Administrative Hearing before the Akron Civil Service Commission, Re: Appeal for Tom Kelly and Jack Porter.

Attorney: Patricia Ambrose Rubright, Assistant Director of Law, Department of Law, City of Akron, Ohio  
(216) 375-2030.

Captain Alex Torres, et al v. City of San Antonio Police Department, et al, U.S. District Court Western District of Texas, San Antonio Division, No. SA-94-CA-242.

Attorney: Reuben Campos, Figueroa, Barrera & Harvey, P.C.  
(210) 227-3700.

Emma Ruth Davis, Ollie Mae Hood, and Martha Ann Hood v. Lamar Manufacturing Company, Inc., District Court for the Northern District, Alabama, No. CV-80-HM-1215-J.

Attorney: Taylor Smith, Threadgill & Smith, Columbus, Mississippi  
(662) 244-8824

Norma J. Mustin, for Herself and All Others Similarly Situated v. Four County Electric Power Association. Northern District of Mississippi, Eastern Division No. EC 81-280-W-P.

Attorney: Taylor Smith, Threadgill & Smith, Columbus, Mississippi  
(662) 244-8824

Mississippi Council on Human Relations, Barbara Phillips, Cornell Green Rice, Patricia A. Catchings and Jim Davis Hull v. State of Mississippi Department of Justice of the State of Mississippi, A. F. Summer, Individually and in His Official Capacity as Attorney General of the State of Mississippi, U.S. District Court, Southern District, No. J-76-118-R.

Attorney: Mary Lawrence Gervin, Jackson, Mississippi  
(601) 946-5566.



Robert Parks, et al. v. Johnston-Tombigbee Furniture Manufacturing Company, U.S. District Court, Northern District, Mississippi, No. EC 78-174-S-O. Data Analysis and Applicant Flow Analysis.

Attorney: Taylor Smith, Threadgill & Smith, Columbus, Mississippi  
(662) 244-8824.

Grace Ann Ervin and Olive Stewart v. Johnston-Tombigbee Furniture Manufacturing Company, U.S. District Court, Northern District, Mississippi, No. EC 78-216-S-O. Data Analysis and Applicant Flow Analysis.

Attorney: Taylor Smith, Threadgill & Smith, Columbus, Mississippi  
(662) 244-8824.

Joe Durrah v. CECO Corporation D/B/A Mitchell Engineering Company, U.S. District Court, Northern District, Mississippi, No. EC 78-206-S-O. Data Analysis and Applicant Flow Analysis.

Attorney: Taylor Smith, Threadgill & Smith, Columbus, Mississippi  
(662) 244-8824.

United States v. City of Jackson, Mississippi, No. J74-66(N).

Attorney: Tim Hancock, City Attorney's Office  
(601) 960-1799.

Wade v. Mississippi Cooperative Extension Service, et al. (Analyzed Data Relevant to Consent Decree for Defendant's Attorney). Northern District, Mississippi.

Attorney: Mary Lawrence Gervin, Jackson, Mississippi  
(601) 946-5566.

United States v. Mississippi State Department of Public Welfare, et al.  
Dorothy Walles v. Mississippi State Department of Public Welfare, Northern District, Mississippi, No. GC 73-5-S.

Attorney: Mary Lawrence Gervin, Jackson, Mississippi  
(601) 946-5566.

Morrow v. Dillard, 580 FED 2nd 1284. (Conducted Post-Trial Validation Studies).

Attorney: Mary Lawrence Gervin, Jackson, Mississippi  
(601) 946-5566.

Ernestine Forest v. Mississippi Game and Fish Commission. EEOC charge No. TJA 6-0802. Analyzed Applicant Flow and Minimum Qualifications.

Attorney: Mary Lawrence Gervin, Jackson, Mississippi  
(601) 946-5566.



Wayne F. Latham, v. Mississippi State Tax Commission. Expert Witness in Federal Court, District Court for the Northern District of Mississippi, Greenville District No. GC82-132-WK-O. Provided expert testimony regarding minimum qualifications, i.e., age requirements.

Attorney: Mary Lawrence Gervin, Jackson, Mississippi  
(601) 946-5566

Bessie Thompson v. Mississippi State Personnel Board, et al., Northern District, Mississippi No. GC82-203-WK-O. Analysis of Applicant Flow Data in order to provide defense for minimum qualifications.

Attorney: Mary Lawrence Gervin, Jackson, Mississippi  
(601) 946-5566.

New Orleans Fire Fighters Association Local 632, et al. v. City of New Orleans (1986 lay-offs within the New Orleans Fire Department using performance appraisals).

Attorney: Louis L. Robein, Jr.  
(504) 885-9994.

Robert G. Fowler v. McCrory Corporation, Southern District, Maryland No. JFM 87-1610. Analysis of selection procedures and performance appraisal system.

Attorney: Jean M. MacHarg, Patton, Boggs, and Blow  
(202) 457-5235.

Francine Green v. Fairfax County School Board, et al. District Court for the Eastern District of Virginia, Civil Action No. 93-104-A.

Attorney: Charlson & Bredenhof, Fairfax, Virginia  
(703) 352-2340.

David Anderson v. B.C. Rogers Poultry, Inc., Scott Circuit No. 10,390.

Attorney: Joe L. McCoy, McCoy, Wilkins, Stephens & Tipton, P.A.  
(601) 366-4343.

George Glover, Jr. and Loretta Glover v. Officer Charles Brenke, individually and in his capacity as an officer of the Lafayette Police Department, City of Lafayette Police Department and City of Lafayette, U.S. District Court, Western District of Louisiana, Lafayette-Opelousa Division. Civil Action CV 93-0510.

Attorney: Stephen Santillo, Glenn Armentor, Ltd.,  
(318) 233-1471.



United Black Firefighters Association, et.al., v. City of Akron, et.al., United States District Court for the Northern District of Ohio, Eastern Division, Case No. 5:90CV-1678.

Attorney: Bonnie I. O'Neil, Thompson, Hine, Flory,  
(614) 469-3200.

Caroline Burney v. Rhee Manufacturing Company, United States District Court for the Middle District of Alabama, Northern Division, Case No. CV97-D-1300-N.

Attorney: Henry C. Barnett, Jr., Capell, Howard, Knube & Cobbs  
(334) 241-8059

ADA Assistance, Frank Cantrell, Attorney. (901) 754-8001.

ADA Assistance, Mary Lawrence Gervin, Attorney. (601) 946-5566.

#### **Education:**

- Ph.D. University of Southern Mississippi, 1975  
Psychology, specialization in Industrial/Organizational Psychology
- J.D. Mississippi College School of Law, 1981  
Attended the Hague Academy for International Law  
(Hague, the Netherlands), 1985, 1986, and 1987 sessions
- M.S. Mississippi State University, 1969  
Psychology
- B.S. Millsaps College, 1967  
Psychology

#### **Scholarships/Honors:**

- 2007 IPMA Assessment Council, Certificate of Merit for Work in Iraq
- 1968-1969 Mississippi State University, Research Fellowship
- 1967-1968 Mississippi State University, Teaching Assistantship
- 1964-1966 Millsaps College, Football Scholarship
- 1963 Millsaps College, Scholastic Scholarship



**Teaching Experience:**

1978 Adjunct Faculty, University of Southern Mississippi  
1973 Adjunct Faculty, Delgado College, New Orleans, Louisiana  
1970-1972 Adjunct Faculty, Troy State University, Alabama  
1969-1970 Teaching Assistantship, Mississippi State University, Psychology  
Department

**Courses Taught (Graduate & Undergraduate):**

Industrial/Organizational Psychology - University Southern Mississippi, 1978  
Educational Psychology - Troy State University  
Physiological Psychology - Troy State University  
Introduction to Psychology - Delgado College, Mississippi State University

**Professional Memberships:**

American Psychological Association, Division 14  
(Industrial/Organizational Psychology)  
American Psychological Society  
Association of Test Publishers  
Diplomat American Board of Forensic Examiners  
Mississippi Psychological Association  
Southeastern Psychological Association  
International Public Management Association (IPMA)  
Personnel Testing Council of Metropolitan Washington  
Mississippi State Bar Association  
Society for Human Resource Managers  
Society of Industrial and Organizational Psychology

**Licensors:**

Massachusetts State Psychology License - License number 7161  
Louisiana State Psychology License - License number 387  
Mississippi State Psychology License - License number 186-16  
Mississippi Bar Association License - License number 3480

**Military:**

Vietnam Era Veteran, U.S. Army  
Research for U.S. Army (1970-1972)



**JOSEPH F. NASSAR**  
**Vice-President**  
**Project Coordinator**

**Education:** 1976  
Master of Public Administration, University of Mississippi.

1975  
Bachelor of Science, Major: Criminal Justice, Delta State  
University.

**Work**  
**Experience:** January, 1977 to Present  
Vice-President, Senior Staff Consultant, Morris & McDaniel, Inc.,  
Management Consultants.

April, 1980 to June, 1983  
Instructor in the Business Administration Department, Phillips  
College, Jackson, Mississippi.

July, 1976 to September, 1976  
Administrative Intern, Governor's Office of Human Resources,  
Jackson, Mississippi.

**Consulting**  
**Experience:**

Developed and conducted promotional examinations and assessment centers for the ranks of Law Enforcement and Corrections Lieutenant and Sergeant and Entry-Level Selection for the Palm Beach County Sheriff's Office, West Palm Beach, Florida.

Developed and conducted entry-level and promotional written examinations and assessment centers for the ranks of Fire Captain, Battalion Fire Chief, Deputy Fire Chief and Entry-Level Firefighters for the Kansas City Fire Department, Kansas City, Missouri.

Developed and conducted promotional written examinations and assessment centers for the ranks of Police Corporal, Sergeant, Lieutenant, and Captain for Norfolk Police Department and the ranks of Fire Captain and Battalion Fire Chief for Norfolk Fire Department for the City of Norfolk, Virginia.

Developed and conducted promotional written examinations and assessment centers for the fire suppression ranks of Fire Driver, Fire Lieutenant, Battalion Fire Chief, Air Crash Chief and Division Chief; for rank of Air Rescue Chief and EMS ranks of EMS Division Chief, EMS Battalion Chief,



EMS Lieutenant; and for Fire Prevention ranks of Investigator, Inspector, Inspector Supervisor, Investigative Services Manager, and Fire Marshall, and for Fire Communication ranks of Watch Commander and Senior Fire Operator for Memphis Fire Department for the City of Memphis, Tennessee.

Develop and conducted promotional written examinations and assessment centers for the ranks of Lieutenant and Sergeant for the Tucson Police Department, Tucson, Arizona.

Development of entry-level law enforcement and correctional officer examination for law enforcement jurisdictions throughout the State of Florida.

Developed entry-level entrance examination process for Entry-Level Police Officer for the City of Philadelphia Police Department, Philadelphia, Pennsylvania.

Developed and conducted entry-level and promotional testing for law enforcement jurisdictions throughout the State of Georgia.

Developed and conducted promotional examination and assessment centers for Sergeant and Lieutenant for City of Boston, Massachusetts.

Developed written tests and promotional process for Detective for Boston Police Department, Boston, Massachusetts.

Conducted job analysis, developed and conducted written knowledge tests and promotional assessment centers for Captain, Lieutenant, and Sergeant for Boston Police Department.

Conducted job analysis, developed written knowledge test for Detective for Boston Police Department.

Conducted job analysis, developed and conducted written knowledge tests and promotional assessments for Captain, Lieutenant, and Sergeant for the Boston Police Department.

Conducted job analysis, developed and conducted promotional assessment centers for Captain, Lieutenant, and Sergeant for the Akron Civil Service Commission and Akron Police Department.

Conducted job analysis, developed and conducted promotional assessment centers for Fire Lieutenant, Captain, and Assistant Fire Chief for the Akron Civil Service Commission and Akron Fire Department.

Conducted job analysis, developed and conducted promotional assessment centers for Captain and Lieutenant for the San Antonio Police Department.





Conducted job analysis, developed written knowledge tests for the ranks of Captain, Lieutenant, Sergeant and Detective-Investigator and service based assessment exercises for the ranks of Captain and Lieutenant for the San Antonio Police Department.

Developed and implemented a statewide performance appraisal system for Mississippi State Personnel Board.

Developed performance-based merit pay system for state agencies for Mississippi State Personnel Board.

Developed and conducted promotional tests for Fire Ranks of Lieutenant, Captain, Battalion Chief, and Assistant Chief for Cleveland Fire Department, Cleveland, Ohio.

Developed and conducted assessment procedures for the ranks of Assistant Police Chief and Police Sergeant for the Little Rock Police Department

Conducted job analysis and developed written knowledge tests for the ranks of Police Lieutenant and Sergeant for the Harbor Police Department, Port of New Orleans.

Developed In-Basket exercise for the position of Administrative Assistant for Akron Civil Service Commission.

Developed Entry-Level Firefighter examinations for international market for International Personnel Management Association, Alexandria, Virginia.

Developed Written Tests and assessment centers for Captain and Lieutenant for Prince William Fire Department, Prince William, Virginia.

Developed and implemented assessment centers for the ranks of Sergeant, Lieutenant, and Captain for Consolidated Office of the Sheriff of the City of Jacksonville, Florida.

Developed assessment centers for the ranks of Corporal, Sergeant, First Sergeant, First Lieutenant, Second Lieutenant, and Captain for the Maryland State Police, Pikesville, Maryland.

Developed job-related aptitude Entry-Level Police examinations for Harbor Police for the Port of New Orleans, Louisiana.

Developed job-related aptitude Entry-Level Police examination for Orleans Levee Board, New Orleans, Louisiana.



Developed Entry-Level Written Test and oral examination for police recruits for the City of Laurel, Mississippi.

Developed and implemented performance appraisal system for statewide use for the Mississippi State Personnel Board.

Assisted in the organizational study for the Mississippi Department of Education.

Assisted in the organizational study for the Mississippi Department of Insurance.

Consultant to State Air and Water Pollution Control Commission (job analysis and job evaluations).

Conducted job evaluation of 40 jobs and organizational restructuring for Mississippi State Tax Commission.

Developed and conducted assessment process for the position of Detention Officer Supervisor and 911 Emergency Operations Supervisor for the Roswell, Georgia Police Department

Developed and conducted assessment centers for the ranks of Police Captain, Lieutenant and Sergeant for the Columbus, Georgia Police Department.

Developed and implemented organizational assessment and feedback questionnaire for Bank of Mississippi

Developed an assessment battery for the position of Bank Teller and Customer Service Representative for Deposit Guaranty National Bank.

Assisted the Mississippi Attorney General's Office for Title VII Lawsuit Defense Assistance with Data Analysis, applicant flow analysis, and test validation.

Assisted a National Engineering Firm for review of selection procedures and applicant flow in anticipation for legal defense work.

Consultant to Private Food Industry for personnel and management assessment.  
Consultant to a Private Food Industry for identification of organization problems, staffing needs in supervisors, and employee turnover.

**Scholastic  
Honors:**

1976 Pi Sigma Alpha (Political Science Honor Society).  
1975 Who's Who in American Colleges and Universities.



**ROGER MCMILLIN, J.D.**  
**Vice-President of Operations**  
**Project Controller**

**Education:**

New Albany High School  
Graduated 1963

Mississippi State University  
Graduated 1967, BA with honors

University of Memphis Law School  
Graduated 1972, JD

**Military:**

Attended Naval Officer Candidate School, Newport, RI, 1967  
Commissioned as Ensign

Served as Division Officer, Naval Security Group,  
Principal duty station, NavRadSta, Sabana Seca Puerto Rico

Completed active duty tour September 1969.

**Employment History:**

Regional Attorney's Office, U.S. Department of Agriculture 1972 to 1976

Associate in law firm of Scott, Barbour and Scott, Jackson, MS 1976

Private law practice in New Albany, MS 1977 to 1994, principally as Partner in  
firm of Sumners, Carter & McMillin

Served as City Attorney for City of New Albany 1982 to 1994

Elected to Miss. Court of Appeals November 1994 for term beginning January  
1995

Served as Chief Judge of Court of Appeals from 1999 to 2004, retired from Court  
April 2004

General Counsel and Vice-President for Operations, Morris & McDaniel, Inc. May  
1, 2004 to present.



**JEFFREY S. RAIN, PH.D.  
SENIOR STAFF CONSULTANT**

**Education:**

1991, Ph.D.      Industrial/Organizational Psychology: Louisiana State University,  
Baton Rouge  
Minors: Experimental Statistics and Clinical Psychology

1987, M.A.      Industrial/Organizational Psychology: Louisiana State University,  
Baton Rouge

1985, B.A.      Psychology: The Citadel, Charleston, South Carolina

**SELECTED CONSULTING PROJECTS**

**Selection Criteria Development and Validation Projects:**

Implementation of promotional testing process (operations-based performance assessment) for county fire rescue agency (2 ranks). 2010.

Development and Implementation of promotional testing process (written knowledge exam and operations-based performance assessment) for county fire rescue agency (4 ranks). 2008-2009.

Development and Implementation of promotional testing process for city fire department (rank of Fire Engineer). 2008.

Test equating and content validation study of three alternate versions of an entry-level law enforcement exam and an entry-level corrections officer exam conducted for contractor to State Department of Law Enforcement testing program, 2007 to 2010.

Content validation study of physical ability exam for entry-level firefighter for city fire department. 2006-2007.

Criterion validation study of multiple-choice in-basket management exercise conducted for personnel testing firm. 2005 to present.

Employment evaluations for sworn and non-sworn positions for law enforcement agency. 1993 to 2008.

Test equating and criterion validation of three alternate versions of an entry-level law enforcement exam and an entry-level corrections officer exam conducted for contractor to State Department of Law Enforcement testing program, 2004.



Criterion validation study of Iraqi entry-level police officer exam conducted for contractor to Civilian Police Assistance Training Team (CPATT), Office of Security Transition, 2003-2006.

Development and implementation of written knowledge exam and assessment center for Law Enforcement Officer-Sergeant promotion for law enforcement agency. 2004.

Development and implementation of written knowledge exam and assessment center for Law Enforcement Officer-Lieutenant promotion for law enforcement agency. 2003.

Development and implementation of written knowledge exam and assessment center for Corrections Sergeant & Corrections Lieutenant promotion for law enforcement agency. 2002 to 2003.

Development and implementation of written knowledge exam and assessment center for Law Enforcement Officer-Lieutenant for law enforcement agency. 2002 to 2003.

Development and implementation of written knowledge exam and assessment center for Law Enforcement Officer-Sergeant promotion for law enforcement agency. 2001.

Development and implementation of assessment center for Law Enforcement Officer-Sergeant promotion for law enforcement agency. 2000 to 2001.

Development and implementation of assessment center for Corrections Sergeant & Corrections Lieutenant promotion for law enforcement agency. 1999 to 2000.

Management selection assessment for position of President of public relations firm. 1999.

Norming and Validation study of a four-test hospital selection battery for entry-level positions. 1998 to 1999.

Validation Study of test battery for maritime transport company entry-level positions. 1998 to 2000.

Validation Study of written skills test for police officer. 1998

Validation of two parallel forms of writing skills test for police officer. 1998-1999.

Review promotion decision criteria for state police organization. 1998.

Workforce forecast, recruitment, and selection program development for manufacturing company. 1997.



Test validation and fairness analyses conducted for technology/defense contractor. 1996-1997.

Compliance review and development of employee policy and procedures for high-tech manufacturer. 1997.

Panel Interview conducted for selection of Executive Director of non-profit agency. 1996.

Training on validation of selection procedures for an entertainment organization. 1995.

Validation and EEO review of selection criteria for a public utility. 1995.

Development and validation of written promotion examination for Police Sergeant law enforcement agency. 1994 to 1995.

EEO and Fairness analysis for entry level Fire Fighter examination for a city government. 1994.

Management selection assessment for position of President of public relations firm. 1993.

Testing and evaluation of job applicants for eight positions for a manufacturing company. 1992-1994.

Development and validation of a selection system for six production positions for manufacturing organization. 1992.

Review and analysis of the validity and legal defensibility of a selection system for a community college Police Academy. 1992.

Development and validation of a selection system for four entry-level positions for an electronics company. 1991-1992.

#### **Litigation Consultations:**

Expert Witness for Defense Attorney. Disparate impact case. Rainey, Kizer, Reviere & Bell. (Tennessee). 2006 to 2008.

Expert Witness for Plaintiff Attorney. Breach of contract. Gilpin & O-Keefe. (New Mexico). 2006.

Expert Witness for Defense Attorney. Disparate impact case. Berges et al. (Florida). 2000.



Consultation to Plaintiff Attorney. Disparate treatment case. Maxey, Wann, Begley & Fyke (Mississippi). 1999.

Consultation to Plaintiff Attorney. Disparate impact case. Maxey, Wann, Begley & Fyke (Mississippi). 1998 to 1999.

### **Professional Memberships:**

American Evaluation Association (AEA)

American Psychological Association (APA).

International Personnel Management Association (IPMA-HR).

International Personnel Management Association Assessment Council (IPMA-AC).

Society for Human Resource Management (SHRM).

Society for Industrial and Organizational Psychology (SIOP).

### **Editorial Activities:**

Publications Advisory Board Member, Public Personnel Management, 1996-2010

Reviewer, Society for Industrial and Organizational Psychology Annual Conference, 2004-2006

Reviewer, Human Relations, 2004-2005

Panel Reviewer, Drug-Free Communities Support Program, Juvenile Justice Resource Center (JJRC), FY2004

Panel Reviewer, U. S. Department of Justice, Drug-Free Communities Support Program, Juvenile Justice Resource Center (JJRC), FY2002

Panel Reviewer, U. S. Department of Education, Safe Schools/Health Students Initiative, Educational Resources (ESI), FY2001

Panel Reviewer, U. S. Department of Justice, Safe Schools/Health Students Initiative, Juvenile Justice Resource Center (JJRC), FY2001



**MARK MINCY**  
**Senior Staff Consultant**

**Education:**

1991 - 1995	University of Central Arkansas Conway, Arkansas	B.S. Psychology
1997 - 1999	University of Arkansas at Little Rock Little Rock, Arkansas	M.A. Industrial/Organizational Psychology
1999 - present	University of Southern Mississippi Hattiesburg, Mississippi	PhD Industrial/Organizational Psychology – ABD – estimated completion (2010)

**Professional Experience:**

**2002 - Present      Morris & McDaniel, Inc.**  
**Staff Consultant**

- Developing training initiatives for training current Morris & McDaniel employees in areas of Job Analysis, Law, Validation Strategies, Stress Management, Time Management, Personal Styles, Motivation, Communication Skills, and other management-related topics.
- Developing and delivering training programs for both the public and private sectors.
- Conducting a variety of training programs for and consults with agencies and also the private sector on issues ranging from customer service to communication, coaching and counseling, conflict resolution, negotiation, leadership, individual employee development, team building, and succession planning.
- Consult with clients, instructional designers, and media designers to develop innovative learning strategies and blended learning solutions.
- Managing the analysis, instructional design, project management and content development process for the production of the Morris & McDaniel Job Analysis Certification Program.





- Designing and producing learning solutions that include elements of knowledge sharing and knowledge capture tools, coaching tips, expert interview vignettes, action plan creation tools, assessment instruments, role player simulations, integrated discussion groups, collaborative learning tools and extensive, rich media reference material.
- Managing project teams of subject matter experts, educators, graphic designers, software programmers, technical support staff and marketing product managers in the instructional design and development process: needs assessment, task analysis, lesson design, course production, assessment and implementation of training programs.

**Professional Affiliations:**

American Society for Training and Development  
International Society for Performance Improvement  
American Psychological Association  
Society for Human Resource Management  
Society for Industrial and Organizational Psychology  
Psi Chi - (National Honor Society in Psychology)  
Deming Institute



**LANA PRUDHOMME WHITLOW**  
**Vice-President/Psychometrician**  
**Senior Staff Consultant**

**Education:**

2002-2004 – Doctorate of Philosophy in Psychology (Ph.D.)  
Concentration: General Systems  
Southern California University for Professional Studies  
Santa Ana, California

1987-1989 – Master of Science (M.S.)  
Major: Counseling Psychology  
Concentration: Psychological Testing  
University of Southern Mississippi  
Hattiesburg, Mississippi

1983-1987 - Bachelor of Science (B.S.)  
Major : Psychology  
Minor: Sociology and Philosophy  
Louisiana State University  
Baton Rouge, Louisiana

**Employment:**

May 1990 to present

Morris & McDaniel, Inc.

Coordinates activities of the New Orleans office including all testing of private and public sector organizations. Director of Marketing for testing solutions for law enforcement. Responsibilities in New Orleans include psychological screening of police and fire applicants and data analysis, job analysis, job evaluation and organizational analysis.

October 1989 - Present

John Pleune, Ph.D., Clinical Psychologist

Private Practice - Part-time work with Dr. John Pleune as his testing assistant. Primary responsibilities; working with outpatient population in administering appropriate psychological tests and evaluating each client regarding the referral question. Consultant for NorthShore Psychiatric Hospital; interviewing inpatients and writing psychological evaluations regarding their treatment. These evaluations include a diagnosis of the presenting problem as well as treatment recommendations



September 1989 - February 1990

Ochsner Foundation Hospital

Department of Psychiatry - Psychometrician.

Primary responsibilities involved administration of psychological tests to inpatient and outpatient populations.

July 1989 - October 1989

NorthShore Psychiatric Hospital

Adolescent and Adult Units - Internship

Primary responsibilities involved conducting psychological testing and writing psychological evaluations for patients admitted to the Adolescent and Adult units. Consulted with and was supervised by John Pleune, Ph.D., and Glenda Clark, B.C.S.W. Co-leader for adult intimacy groups, involved in adolescent chemical dependency groups, and attended daily community meetings on these units.

August 1987 - May 1989.

Department of Counseling Psychology,

University of Southern Mississippi.

Primary responsibilities involved working under Dr. Daniel Randolph as his graduate assistant, teaching assistant and research assistant. These duties involved reference searches and library work, teaching assistance for mainly his undergraduate classes, as well as basic office responsibilities. Researching materials regarding Helping Professions and coordinated and presented lecture material for undergraduate classes.

January 1989 - May 1989

Department of Counseling Psychology,

University of Southern Mississippi.

Throughout this practicum responsibilities consisted of referrals from the courts or the office of Public Welfare; sexually abused children, adolescents with behavior or school problems, and adults with family and marital difficulties. Also responsible for intake evaluations and child sexual abuse evaluations in the counseling lab. The theoretical focus of this lab was mainly from an interpersonal perspective.

January 1989 - May 1989

Department of Counseling Psychology,

University of Southern Mississippi.

Responsibilities included co-leading a group of 12 counseling psychology graduate students to help them feel comfortable in disclosing feelings, dealing with problem areas in their personal lives, as well as teaching them how to be a group member.



August 1988 - December 1988

Department of Counseling Psychology,  
University of Southern Mississippi.

Practicum responsibilities were to demonstrate competency in individual therapy, assessment and consultation. Clients consisted largely of students from the university population as well as non-students from the community.

### **Research Experience:**

June 2004 – December 2004

Southern California University for Professional Studies

Doctoral dissertation study linking the independent relationship between a measurable work ethic dimension to law enforcement success within a police academy.

May 1988 - August 1988

University of Southern Mississippi.

Designed and implemented a project concerning the impact of an alcohol and drug abuse course, taught by Dr. John Alcorn, on drinking practices and attitudes about alcohol use and abuse among graduate psychology students. The study included a control and experimental group of student volunteers on the university campus. Pre-tests and post-tests, which were devised by the experimenter, were administered throughout the semester. Results have been used by the instructor to support the various intervention strategies.

January 1988 - May 1988

Forrest General Hospital

Testing children using various tests depending on the age of the child. The project was designed to investigate the effects of the birth of a second child into a family.



**JUDITH GEOFFRIAU THOMPSON**  
**Senior Staff Consultant/Licensed Psychometrist**

**Education:**

*Masters of Education*, May 2001  
Psychometry  
Mississippi College, Clinton, MS

*Bachelor of Science*, May 1998  
Education  
Emphasis: Diagnostic Reading and Fine Arts  
Belhaven College, Jackson, MS

**Professional Experience:**

*Morris & McDaniel, Inc.*, 2000 - Present

- Conducts and assists with psychological evaluations for Protective Service organizations, including security positions in major airport. This task includes the design and structure of the psychological interview, conducting the interview, and consulting with a licensed psychologist, and writing the evaluation.
- Designs and develops ADA compliant valid job descriptions for a State personnel system, including conducting content validation strategies for the job descriptions.
- Designs and conducts performance based and assessment exercises for leadership development and assessment for numerous public sector organizations.
- Designs, conducts, and assists with organizational studies, including leadership assessment, re-organizational studies for several state agencies, including a state department of education, a state department for public welfare, a state department for public service (public utilities) regulation, and a state department for insurance regulation.
- Directs, designs, and serves as editor-in-chief for publishing material for leadership development, career development, study aides, and study guides.
- Designs and conducts Job analysis studies for numerous public and private sector positions.
- Develops and administers performance based exercises including traditional assessment center exercises, situational judgment exercises, scenario exercises, and scenario based multiple choice questions for many public sector organizations.



- Writes test items and conduct item analysis on ability, and knowledge based achievement tests.
- Writes and edits technical reports.
- Conducts statistical analyses of data.
- Writes and manages grants.

*Thompson Consulting, 2002 - Present*

- Administers I.Q., diagnostic, and career tests
- Develops behavior plans and study skill/educational plans

*Hinds Community College, 2003 - 2004*

- Taught Human Growth & Development course
- Taught General Psychology course

*Jackson Public Schools, 1998 - 2000*

- Taught 2nd grade at Davis Magnet School
- Taught Honors English at Chastain Middle School

**Scholarships and Honors:**

*Mississippi College*

- Graduated Cum Laude, 2001

*Belhaven College*

- Presidential Academic Full Scholarship, 1993-1998
- Honors Seminar, 1993-1997
- National Dean's List

**Professional Affiliations:**

National Association of Psychometrists

**Licensors:**

Mississippi State Psychometry License - License number 162738



**KIMBERLY N. ANDERSON**  
**Senior Staff Consultant/Licensed Psychometrist**

**Education:**

- 2005-2009** Masters of Science in Counseling Psychology with an emphasis in Psychometrics
- 1997-2000** B.A. in Journalism with emphasis in Public Relations;  
Minors in English and Psychology; University of Southern Mississippi
- 1995-1997** A.A. in Liberal Arts; Jones County Junior College

**Professional Experience:**

**2000 - Present**      **Morris & McDaniel**  
                             **Staff Consultant**

- Served as Project Manager for Quality Workforce Initiative Project with the Mississippi State Personnel Board
- Manages certification testing division
- Develops job analysis and written test review procedures
- Conducts job analyses and job observations
- Serves as liaison to departmental personnel for scheduling and coordination of meetings and assessments
- Facilitates technical conferences, written test review sessions, and exercise development and review meetings
- Develops and administers selection and promotional testing for fire service and departments as well as emergency medical services
- Writes technical reports
- Maintains effective public relations with state agencies and other public and private sector clients
- Assists in the coordination of Special Projects

**Professional Affiliations:**

Kappa Tau Alpha Journalism Honor Society  
Public Relations Student Society of America  
Gamma Beta Phi Honor Society  
Golden Key Honor Society  
Phi Theta Kappa Honor Society

**Licensure:**

Mississippi State Psychometry License - License number 207395



**MOLLY C. MCDONALD**  
**Staff Consultant**

**Education:**

<b>1999 - 2001</b>	<b>University of Southern Mississippi</b> <i>B.A in Political Science, English minor</i>	Hattiesburg, MS
<b>1997 - 1998</b>	<b>University of Alabama</b>	Tuscaloosa, AL

**Professional Experience:**

**2003 – Present**      **Morris & McDaniel**  
**Staff Consultant**

- Served as Assistant Project Manager for Quality Workforce Initiative Project with the Mississippi State Personnel Board
- Assists in the development and scoring of written knowledge-based and entry-level exams for government agencies and private sector organizations
- Participates in the development and administration of performance based assessments for police and fire departments
- Conducts job analyses through technical conferences
- Writes technical validation reports
- Maintains effective public relations with all Mississippi State agencies
- Writes and edits test items

**Recognition and Honors:**

**University of Southern Mississippi**

- National Dean's List
- Gamma Beta Phi Honor Society

**University of Alabama**

- National Dean's List
- Alpha Lambda Delta Honor Society





**MAYRA M. PRADO**  
**Staff Consultant**

**Education:**

**2005 - 2009**      **Belhaven University**      Jackson, MS  
*B.S in Accounting, Business minor*

**Professional History:**

**2009 – Present**      **Morris & McDaniel**  
**Staff Consultant**

- Assists in the development and scoring of written knowledge based and entry-level exams for government agencies and private sector organizations
- Participates in the development and administration of performance based assessments for police and fire departments
- Participates in job analyses
- Translates documents to Spanish as needed

**Recognition and Honors:**

**Belhaven University**

- Graduated with Cum Laude honors, 2009
- Accounting Club - President, 2008-2009 and Vice President, 2007- 2008
- Achievement in Accounting Award – departmental award presented to one graduating senior
- Academic and Tennis Scholarship, 2005 – 2009



**ELIZABETH WOOD**  
**Staff Consultant**

**Education:**

**2006 - 2010**      **University of Mississippi**      Oxford, MS  
*B.A in Biology, Dual B.A. Degree in Psychology*

**Professional Experience:**

**2010 – Present**      **Morris & McDaniel**  
**Staff Consultant**

- Participates in the development and administration of performance based assessments for police and fire departments
- Develops, reviews, and administers written knowledge exams for law enforcement and fire service departments
- Writes technical validity reports at the conclusion of assessment projects
- Conducts job analyses and job observations for protective service and other public sector clients.

**Recognition and Honors:**

**University of Mississippi**

- Dean's List 2006, 2010
- Academic and Tennis Full Scholarship, 2006-2010
- Graduated with 4.0 Psychology GPA



# **Appendix B**

## **Model Final Report**



# CITY OF DURHAM POLICE DEPARTMENT

## PERFORMANCE-BASED ASSESSMENT VALIDITY REPORT

FOR THE  
RANK  
OF

### POLICE LIEUTENANT



#### Submitted by:

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November 2009

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SAMPLE

### LIST OF ATTACHMENTS

Police Lieutenant Job Analysis Report.....	A
Police Lieutenant Candidate Orientation Guide.....	B
Police Lieutenant Assessor Manual.....	C
Job Description provided by O*Net, Dictionary of Occupational Titles.....	D

SAMPLE

This report is designed to correspond to the requirements of Section 15c of the Uniform Guidelines on Employee Selection Procedures (1978).

## **1. Background**

### ***User***

The City of Durham Police Department (DPD) in Durham, North Carolina.

### ***Dates of Study***

Dr. Morris and Mark Mincy met with the Command staff and key decision makers on May 13, 2009 to conduct a planning session. The job analysis information is included as an attachment. (see Attachment A). The Performance Based Assessment exercises (Situational Exercise, In-Basket Exercise, and Oral Presentation Exercise) were administered on August 29, 2009 and the Performance Based Professional History/Portfolio was submitted by the candidates on August 12, 2009. Assessor training for the Performance Based Assessment exercises, using external assessors, took place on August 30 and 31, 2009. The scoring of the Performance Based Assessment exercises took place August 31 – September 4, 2009. The training of the in-house assessors for the Performance Based Professional History/Portfolio took place August 26, and the scoring of the Performance Based Professional History/Portfolio took place from August 26 – 28, 2009.

### ***Location of Study***

The job analysis information is included as an attachment. (see Attachment A and Attachment D). The Performance Based Assessment exercises were administered at Rogers-Herr Middle School in Durham, North Carolina. Assessor training and exercise scoring took place at the Durham Marriott Convention Center in Durham, North Carolina. Assessor training and scoring for the Performance Based Professional History/Portfolio took place at the Durham Police Headquarters in Durham, North Carolina. All data analyses concerning the development and scoring of the performance based components were conducted in the offices of Morris & McDaniel, Inc.

This research for the development of the Performance Based Assessment components was conducted during May 2009, through August 2009. Meetings with subject matter experts from the department took place in the City of Durham, and all data analysis took place in the offices of Morris & McDaniel, Inc.

## **2. Problem and Setting**

### ***Purpose of Study***

Morris & McDaniel, Inc.



November 2009



The purpose of this study was to develop, administer, and score performance-based components that are supported by content validation efforts to aid in selecting qualified individuals for the rank of Police Lieutenant. Morris & McDaniel, Inc. developed and validated these procedures. The results of this procedure were used to provide a rank ordered list to assist the DPD in selecting candidates for the Lieutenant position. This study was undertaken by Morris & McDaniel, Inc., for the DPD at the City's request.

The project followed the plan outlined below:

- Project Planning Discussions
- Review Existing Job Analysis Data and Relevant Literature
- Recommend Promotional Process
- Develop and Implement Training and Orientation Program
- Develop Performance-Based Components
- Develop Camera Ready Copy for Reproduction Purposes
- Administration of the Performance-Based Components
- Assessor Training
- Monitoring the Assessment Procedures
- Presentation of Rank-Ordered List of Candidates
- Candidate Feedback
- Submit Validation Report

### ***Existing Procedures***

The past procedure for selecting DPD Police Lieutenant is on record with the DPD and is available upon request.

### **3. Identifying the Job Content Domain**

In preparation for conducting a test development and validation study, one should review the relevant literature and internal organization information (e.g., job analyses, organizational charts, policies and procedures) to become familiar with the organization and the position. It is important to identify the scope of the project, the specific desires and limitations of the department, the available personnel who can serve as subject matter experts (SMEs), and any special timelines or circumstances that might impact the study. A review of the literature can provide information about the position under study as well as new or modified methods relevant to the job analysis, test development, administration, or scoring process. In addition, it is important to be very familiar with the professional standards and federal guidelines associated with the development and conducting of a job analysis and selection process.

In conducting this study, Morris & McDaniel, Inc., gathered internal organizational data, which included an existing job analysis, job descriptions, and selection procedures that had been conducted for the Police Lieutenant position in the past. The current research and methodology was modeled after and built upon the research efforts of Morris and McDaniel's work in the field for similar jurisdictions, but was tailored to the DPD.



All job analysis data were collected and assessment components developed consistent with these data and in accordance with the Standards for Educational and Psychological Tests (American Educational Research Association, American Psychological Association, & National Council on Measurement in Education, 1999) and the Principles for the Validation and Use of Personnel Selection Procedures: Fourth Edition (Society for Industrial and Organizational Psychology, 2003). In addition, deference was given to the Uniform Guidelines on Employee Selection Procedures (Uniform Guidelines; Equal Employment Opportunity Commission, Civil Service Commission, Department of Labor, and Department of Justice, 1978).

### ***Job Analysis–Content of the Job***

The job analysis information is included as an Attachment to this report.

## **4. Selection Procedure and Its Content**

### ***Minimum Requirements***

These were provided by DPD and are available for review from the Department.

### ***The Performance Based Components***

Exercises (Situational Exercise, In-Basket Exercise, and Oral Presentation Exercise) were developed which elicited dimensions that, through the job analyses and SME reviews, were determined to be relevant behaviors for a Police Lieutenant. The candidates for Police Lieutenant were given a Candidate Orientation (see Attachment B), and then the exercises were administered to the candidates. Assessors were trained to evaluate the candidates' performance in the Situational, In-Basket, and Oral Presentation Exercises.

The Professional History/Portfolio was developed using subject matter experts to elicit dimensions that were job relevant. The Professional History/Portfolio was submitted on August 12, 2009. Assessors were trained to evaluate the Professional History/Portfolio.

The section below describes this process.

### ***Identification of Performance Based Assessment Dimensions***

The job analysis data for Police Lieutenant were used to identify the most important dimensions of performance for the job, which could be measured through the performance based assessment method. The relevant dimensions and the definitions that were used for the Situational Exercise, the In-Basket Exercise, and the Oral Presentation Exercise are as follows:



1. **Oral Communication**

The ability to express ideas clearly, concisely, and effectively in oral form; to listen to others attentively and with comprehension; to give appropriate non-verbal messages and to interpret such messages when given by others. Speaks clearly and is easy to follow; uses good grammar; displays self-assurance; appears unflustered; is verbally fluent; is well organized; is persuasive; is enthusiastic; uses gestures effectively; does not talk too fast; does not talk haltingly; does not have distracting verbal mannerisms ("uh," "um," "you know").

2. **Interpersonal Skills**

The ability to work harmoniously with others, to promote cooperation; to maintain amicable relations with others under adverse conditions; to exercise sensitivity to the needs of others. Respects ideas of others, praises subordinates for good and outstanding performance; investigates disputes and complaints against subordinates. Basically, to what extent does the individual show awareness of and sensitivity to the needs and feelings of others? To what extent does the individual maintain amicable relations with others?

3. **Problem Identification & Analysis**

The ability to quickly identify a problem and to analyze it; to notice details or phenomena; to sort out pertinent information; to foresee the consequences of various alternatives. To what extent can the individual obtain relevant information from available information and screen out less essential details? Does the individual misinterpret information? Demonstrates perceptions of an interaction between various aspects of the problem and between various actions taken or available to be taken. To what extent can the individual use data and related information in order to evaluate a problem? To what extent does the individual logically interpret information in order to solve problems?

4. **Decision Making**

The ability to make sound decisions promptly on difficult problems; the exercise of judgment and consideration of available information; the willingness to make a decision when required. Does not overly delegate; does not delay action on important items; takes firm position and makes position clear. Evaluates situation to determine action to be taken; assigns tasks to subordinates when nature of the incident requires coordinated efforts of several subordinates. Basically, to what extent does the individual use all information to take the most appropriate action and exhibit a willingness to make decisions when necessary?



5. **Planning & Organizing**

The ability to break work down into subtasks and prioritize these subtasks so it can be done effectively; to anticipate problems before they come up; to prepare effective plans to control difficulties and problems; to set objectives, priorities, etc. Reviews all items before proceeding; systematically structures priorities; schedules activities; manages time well; sorts items into logical groups.

The relevant dimensions and the definitions that were used for the Professional History/Portfolio are as follows:

**Commendation** - This element is defined as any commendations a candidate has received during his or her service with the Durham Police Department including the approximate date of each commendatory action. Other commendatory actions supported by documented record will be considered. Rather than evaluating just the number of commendations, the evaluators will measure the quality and value of the commendations and letters and how they are related to a candidate's fitness for the targeted rank.

EXAMPLES of the types of commendations that will be used in the Portfolio Evaluation:

- Medal of Valor
- Purple Heart
- Police Merit Award
- Community Service Award
- Letter of Commendation
- Citizen's Letter of Appreciation
- Officer of the Year
- District Officer of the Month
- Job Result or Behavior from Performance Appraisal with "Exceeds"
- DurhamFirst STARS award received prior to the Promotion Announcement
- Letter of Recommendation received prior to the Promotion Announcement
- E-Mail commendation received prior to the Promotion Announcement
- Trophy/Award/Plaque/Certificate of Appreciation (with picture or copy of award) accompanied by written account/verification from at least one (1) witnesses (i.e., supervisor or member of organization providing the award)
- Community award, accompanied by a written account and verification from at least one (1) witness (i.e., supervisor or member of community presenting the award)
- Written account plus verification from at least one (1) witness (preferably a supervisor) of a heroic or outstanding act that was not otherwise commended, preferably supported by other written documentation (such as a supplemental report, monthly report, etc.).
- Lifesaver Award (for saving a life, not the EMT certificate)



- Positive press recognition (i.e., newspaper article): Where officer name is not specifically mentioned, include written verification of the officer's contribution by at least two (2) witnesses and/or supervisors

**Discipline** - This element considers evidence of all sustained disciplinary actions that have been taken against a candidate in the last ten (10) years, including the dates of the actions and the disposition entered for each action. It includes all disciplinary actions that resulted in a reprimand (verbal or written), discharge, reduction in grade, and/or suspension. Rather than evaluating just the number of formal disciplinary actions and their respective dispositions, the evaluators will measure the quality and value of these actions and will balance them with any indications of a candidate's propensity to be a disciplined Lieutenant. Candidates are permitted to offer explanatory comments in mitigation of any disciplinary actions appearing in their record.

**Organizational Commitment/Citizenship** - Behavior demonstrating positive results for the Department, absent direct instructions, e.g., making suggestions for new and better policing methods, taking issue respectfully with directives that may be contrary to good police or management practice, requesting assignments that would broaden professional experience to increase your value to the Department, requesting or taking training courses that would enhance skills or knowledge and using the enhanced skill set to benefit the Department, organizing a neighborhood association or crime watch without being asked or directed to improve the Department's relationship with the community, or any action having a benefit to the department, the department's mission, or the community without being requested or directed, or taking any action that benefits the Department, the Department's mission, or the community without being requested or directed.

**Teamwork and Cooperation** - Builds cooperative working relations with both sworn and civilian employees. Works with shift personnel to build a feeling of unity and cooperation. Encourages open communications and sharing of information among members of shift/squad. Elicits input and new ideas from all members of the squad as well as from other units and shifts. Assures communication and coordination of activity and resources among different teams on his/her staff. Acts to effectively implement the team concept with his/her shift/squad.

**Command Related Experience/Education** - This element is defined as the initiatives a candidate has taken to improve, or the experiences a candidate has had which demonstrate that he or she has the knowledge, skills, and abilities that are important for the targeted position. These may include formal or informal education, initiatives taken to seek involvement in developmental job assignments, volunteer work, or activities in which a candidate has been involved both on and off the job that demonstrate his or her qualifications as a Lieutenant.



Rather than evaluating just the number of formal education degrees or certificates, the evaluators will measure the quality and value of all documented experiences, education, and training and how they are related to a candidate's fitness for the rank of Lieutenant.

EXAMPLES of experiences and education used in the Portfolio Evaluation:

- Training courses and formal education
- Work experience at the Durham Police Department or other employers
- Military experience
- Community involvement related to a command position
- Initiatives taken to advance a candidate's career (i.e., has candidate sought challenging and developmental assignments)
- Acting command (i.e., serving as Acting Lieutenant)
- How does all this apply to the rank of Lieutenant?
- How has it prepared candidate for the job?

Candidates were provided the above information on the performance based assessment dimensions during the orientation session, which was also the same information provided to the assessors as part of their training. Candidates were informed that their performance in the assessment components would be rated across these specific dimensions.

### ***Development and Validation of Performance Based Assessment Exercises***

Job analysis data for Police Lieutenant along with discussions with the SMEs were used to identify the performance based components to be included. The tasks were examined for exercise ideas for the Situational Exercise, In-Basket Exercise and Oral Presentation Exercise, and scoring standards for both the exercises and Professional History/Portfolio. The exercises consisted of realistic situations that were reviewed by Subject Matter Experts (SMEs) from within the DPD. The exercises identified for Police Lieutenant were the following:

A Situational Exercise comprised of three (3) scenarios that presented situations with problems and issues that a Police Lieutenant could encounter. Following each scenario, the candidate had a maximum of four (4) minutes for each scenario to identify the problems and issues and orally present how he/she would handle the situation to a video camera. The Flesch-Kincaid reading level for the three (3) scenarios was 8.1. Further, the exercise was read aloud to the candidates during the administration.

An In-Basket Exercise, which allowed the candidates sixty (60) minutes to review traditional in-basket items such as a partial organizational chart,



calendar, memos, telephone messages, etc., and prepare a twenty (20) minute oral presentation addressing the in-basket items. No questions were provided. The candidate was tasked with identifying the problems and issues in the material and presenting a response describing how he/she would handle each item. Immediately following the preparation time the candidate was escorted to another room and allowed a maximum of twenty (20) minutes to present his/her responses to a video camera. The Flesch-Kincaid reading level for the In-Basket exercise was 7.8. Further, the instructions for the exercise were presented to the candidates and were read aloud to the candidates during the administration.

An Oral Presentation Exercise which allowed candidates thirty (30) a fifteen (15) minutes presentation. The issue was presented in writing to candidates. Candidates were allowed thirty (30) minutes to prepare and then fifteen (15) to respond orally, and their responses were captured on DVD. The Flesch-Kincaid reading level for the scenario was 10.3. Further, the instructions for the exercise were presented to the candidates and were read aloud to the candidates during the administration.

All performance based assessment components were designed to measure the appropriate assessment dimensions identified for this position. The content validity of the performance based assessment components was established by basing the component development upon the valid job data obtained in the job analysis for the position of Lieutenant, by basing the scoring standards on the dimensions supported in the job analysis, and by having subject matter experts from the DPD review the components and edit scoring standards prior to administration of the performance-based assessment.

The development and content validation of the performance-based assessment components involved the following steps:

1. Ideas were developed for the content of performance-based assessment components from the job analysis data.
2. Performance-based assessment components and standards were drafted and reviewed by personnel scientists within the firm, who have over sixty (60) years of combined experience assessing Law Enforcement officers. Morris & McDaniel staff met with subject matter experts (SMEs) from DPD to review the components and standards. The DPD SMEs participating in the review were Deputy Chief BJ Council, Assistant Chief



Lee Russ, Captain Chris Allen, and Captain Winslow Forbes. The SMEs were chosen by the DPD to serve as SMEs. The biographical information for the SMEs is summarized in Table 1. Changes, additions, and/or deletions in the standards were made as necessary. These subject matter experts agreed that the components were relevant for the job of Corporal, and the components would elicit behaviors that relate to the performance-based assessment dimensions. The security of these components was of great importance in the development phase. All SMEs signed security agreements to ensure the confidentiality of the components and the standards. All SME meetings took place in secured areas.

3. During assessor training, the assessors were trained on the performance-based assessment components and standards. In addition, the assessors were important in finalizing the scoring guides (standards) for the components.

To summarize the validation of the components, the tasks important for the job of Lieutenant were identified in the job analysis. The tasks were linked to the performance-based assessment dimensions by social scientists at Morris and McDaniel. The components and scoring standards were drafted and reviewed by personnel scientists within the firm of Morris & McDaniel, Inc., who have over sixty (60) years of combined experience assessing Law Enforcement officers. The scoring standards for the components were based on the dimensions supported in the job analysis. The components and scoring standards were reviewed and approved by SMEs from the DPD as being appropriate for the rank of Lieutenant and able to elicit behaviors that relate to the performance-based assessment dimensions and can be rated by trained assessors. A summary of biographical information of these SMEs is listed in Table 1. Evidence of the content validity of the performance-based assessment components is provided by the following: the identification of the tasks important to the job, linkage of the tasks to the assessment dimensions, and the components and scoring standards to the dimensions. Further evidence of validity was established by an SME reviewing the components and scoring standards to be sure that the components are relevant to the rank and can elicit behaviors that relate to the assessment dimensions.





**TABLE 1**  
**SUMMARY OF BIOGRAPHICAL DATA ON SME**  
**EDITING AND REVIEWING EXERCISE STANDARDS**

<b>Current Position</b>	<b>Tenure in Current Position (years)</b>	<b>Tenure with DPD (years)</b>	<b>Race</b>	<b>Gender</b>	<b>Level of Education</b>
Deputy Chief	More than 6 months but less than 2 years	10 or more years	African American	Female	Some college courses
Assistant Chief	More than 2 years but less than 5 years	10 or more years	Caucasian	Male	4-year Degree
Captain	Less than 6 months	10 or more years	African American	Male	4-year Degree
Captain	More than 6 months but less than 2 years	10 or more years	Caucasian	Male	4-year Degree

### ***Candidate Orientation***

Candidate orientation sessions were held on July 8, 2009, for eligible candidates; attendance was voluntary. The sessions were videotaped and candidates were afforded the opportunity to review the tapes if they could not attend. The candidates were presented an explanation of each component of the examination process, including the performance-based assessment. The reasons were discussed for the decision to use a performance-based assessment, the exercises in the performance-based assessment, the scoring system, relevant dimensions being scored, and other pertinent information about the process. Examples of each exercise were also provided. By attending the orientation and asking questions, it was possible for candidates to learn about the performance based assessment process, exercises, and dimensions being rated. The orientation process was intended to minimize candidates' anxiety and fears concerning the evaluation. Test bias was also minimized by providing candidates with standardized information concerning the promotion process. This allowed candidates to be exposed to performance-based assessment concepts prior to entering the promotion examination process. Each orientation session lasted approximately two (2) hours. A question/answer period followed the orientation presentation. See Attachment B for a copy of the Orientation Handout.



## ***Assessor Training Activities***

An assessor training program was provided to all assessors prior to the scoring of the performance-based assessment components. All assessors held the rank of Police Lieutenant or higher. Assessors participating in the performance-based assessment exercises came from protective services organizations outside of the DPD. Assessors participating in the Professional History/Portfolio came from within the DPD.

Assessor training was held on August 26, 2009 for internal assessors on the Professional History/Portfolio and August 30 and 31, 2009 for external assessors on the Situational Exercise, In-Basket Exercise, and Oral Presentation Exercise. The primary instructor for the Assessor Training Program was Dr. David Morris, President of Morris & McDaniel.

The assessor syllabus served as the major training text and covered the following topics:

- Introduction
- Outline of the Assessor Training
- Agenda for Assessors
- Assessor's Reactions to Performance-Based Assessment (Assessment Centers)
- History of Performance-Based Assessment
- Performance-Based Assessment Principles
- Performance-Based Assessment Procedure
- Performance-Based Assessment Dimensions
- Performance-Based Assessment Exercises
- Dimension by Exercise Matrix
- Rating Behavior
- Behavioral Observation and Recording
- Use of Assessor Report Forms
- Recognizing and Classifying Behavior by Dimensions
- Behavior Examples Exercise
- Behavior by Dimensions Exercise
- Evaluating Behavior by Dimensions
- Behavior Classification Exercise
- Mock Performance-Based Assessment: Practice on the Actual Exercises
- Ethics of Performance-Based Assessment Operations
- Individual Assessor Rating Forms
- Final List of Candidate Performance

During the training, assessors participated in specially designed exercises to hone their assessment skills. The job description for the rank of Police Lieutenant was provided to all assessors and was reviewed by the assessors. The Assessor Training manual with



proprietary material has been redacted and is available for an in-camera review inspection.

### ***Performance Based Assessment Exercises Administration***

The performance-based assessment exercises were administered at Rogers-Herr Middle School in Durham, North Carolina on August 29, 2009. The Police Lieutenant candidates participating in the assessment reported to Rogers-Herr Middle School. Each exercise was administered to all of the candidates. After a brief orientation, the candidates were escorted to individual rooms where they presented their responses to the Subordinate Problem, Situational Exercises, and their responses to each exercise were captured on video tape.

### ***Performance Based Assessment Exercises Scoring Procedures***

The DVDs containing candidates' exercise performances were transported to the Durham Marriott Convention Center for scoring. Assessors of the rank of Police Lieutenant or higher from jurisdictions other than DPD evaluated the candidates' performance on the exercises. Twelve (12) assessors participated in the scoring of the performance-based assessment. A panel of three (3) assessors called the Assessment Council rated each candidate on their responses to each exercise. The fourth team member was added to ease to the burden of the evaluation process and most importantly to provide for a 3 person panel if one panel member had to leave due to sickness or an emergency. At any given time, three (3) of the four (4) assessors from a team would be seated to score a candidate. The fourth person of the team was to sit out for a break while the other three scored and this fourth assessor was rotated so that all assessors were able to get breaks from time to time. Team members rotated, allowing one member to take a break.

Each candidate was evaluated on the dimensions using a seven-point Likert type scale ranging from 0.1 to 7.0. This scale was tied to each dimension elicited by the exercise. The following scale was used:

7.0 - 6.1	Superior
6.0 - 5.1	Very Good
5.0 - 4.1	Good
4.0 - 3.1	Clearly Competent
3.0 - 2.1	Competent but Needs Improvement
2.0 - 1.1	Clearly Needs Improvement
1.0 - 0.1	Poor



Assessors' observations were recorded on two types of forms in evaluating each candidate's performance in an exercise: the Performance Scoring Guide (Exercise Standards) was used for assessors' rough notes and the Assessor Rating Form as used for the assessors' scores. The Performance Scoring Guide provided benchmarks regarding specific components of a candidate's performance on the exercise. These were organized by dimension for the ease of assessor use. Assessors also took independent rough notes and shared these observations during the discussion/rating process. The Assessor Rating Form required an assessor to write the score for the candidate's behavior on each dimension the exercise was designed to measure. The Assessor Rating Form also provided the basis for the final report of the Assessment Council for the candidate.

The scoring process began by the Assessment Council comprised of three assessors watching the candidate's video- taped performance and discussing relevant behaviors. The assessors used discussions and the consensus process to come to a consensus on the candidate's score for each dimension. These scores were documented on the rating forms. All assessors then signed the completed rating forms.

The Promotional Process had a maximum value of 100 points. The Portfolio Exercise had a maximum value of 35 points and the performance-based assessment exercises had a maximum value of 65 points. The Situational Exercise, In-Basket Exercise, and Oral Presentation Exercise each had a maximum value of 21.6667 points. Each exercise score was converted using the following direct conversion formulas:

$$\begin{aligned} &(\text{Situational Exercise Score} \div 35) * 21.6667 \\ &(\text{In-Basket Exercise Score} \div 35) * 21.6667 \\ &(\text{Oral Presentation Exercise Score} \div 35) * 21.6667 \end{aligned}$$

The three (3) converted exercise scores were summed to provide a weighted performance based assessment overall score.

### ***Performance Based Assessment Professional History/Portfolio Scoring Procedures***

The scoring of this performance based component was conducted by internal assessors. Three (3) trained assessors came to a consensus in the assessment council after reviewing each candidate's submitted information on each dimension. Each candidate was evaluated on the dimensions using a five-point Likert type scale ranging from 1.0 to 5.0. This scale was tied to each dimension elicited by the Professional history/Portfolio.



The following scale was used:

4.1 - 5.0	Superior
3.1 - 4.0	Good
2.1 - 3.0	Clearly Competent
1.1 - 2.0	Competent But Needs Improvement
1.0	Clearly Needs Improvement

### ***Candidate Feedback***

Candidates received written feedback describing their performances in the performance-based components, and the Human Resource Department provided the feedback.

## **5. Results of the Performance Based Assessment**

The following section provides descriptive information for the performance based components. The descriptive statistics for the components in the performance-based assessment are provided.

### ***Descriptive Statistics for Individual Exercises***

Thirteen (13) candidates participated in the performance-based assessment. The descriptive statistics for all exercises in the performance-based assessment are provided in Table 2. The descriptive statistics in Table 4 are for the raw individual exercise scores.

### ***Descriptive Statistics for the Professional History/Portfolio***

Thirteen (13) candidates participated in the Professional History/Portfolio (PHP). The descriptive statistics for Professional History/Portfolio (PHP) are provided in Table 5. The descriptive statistics in Table 5 are for the weighted scores for the Professional History/Portfolio (PHP).

### ***Sub-Group Descriptive Statistics and Overall Scores***

Thirteen (13) candidates participated in the performance-based assessment. The racial/ethnic and gender breakdown is provided in Table 3. Statistical tests (t-tests) were not used to determine if a statistically significant difference exists between mean scores for subgroups because of small samples. A visual inspection of the rank ordered list shows that of the six (6) African American candidates, four (4) scored among the top six



(6) of the rank ordered list. Of the female candidates, two (2) scored in the top six (6) candidates in the rank ordered list.

***Sub-Group Descriptive Statistics for the Professional History/Portfolio***

Thirteen (13) candidates participated in the Professional History/Portfolio (PHP). The racial and gender breakdown is presented in Table 3. Statistical tests were not used to determine if a statistical significant difference exists between mean scores for subgroups due to the small sample size. A visual inspection of the rank ordered list for the PHP shows that there were seven (7) African American candidates total with three (3) scoring in the top seven (7). There were only four (4) female candidates total with two (2) scoring in the top six (6).

SAMPLE



**TABLE 2**  
**DESCRIPTIVE STATISTICS FOR THE**  
**WEIGHTED PERFORMANCE BASED ASSESSMENT OVERALL SCORES**  
**ENTIRE SAMPLE**

Subgroup	N	Mean	Std Dev	Minimum	Maximum
Total Sample	13	38.8905	4.8310	30.4572	49.5239

**TABLE 3**  
**RACIAL/ETHNIC AND GENDER BREAKDOWN**

**CANDIDATES' RACE**

Race	Frequency	Percent
Caucasian	6	46.2
African American	7	53.8
Hispanic	0	0
Total	13	100

**CANDIDATES' GENDER**

Gender	Frequency	Percent
Male	9	69.2
Female	4	30.8
Total	13	100



**TABLE 4**  
**DESCRIPTIVE STATISTICS FOR THE**  
**INDIVIDUAL EXERCISE SCORES**

Situational Exercise			
Mean	20.869		
Std Dev	2.4171	Minimum	17.3
Range	7.7	Maximum	25.0
Valid Observations	13	Missing Observations	0

In-Basket Exercise			
Mean	17.554		
Std Dev	4.5816	Minimum	13.8
Range	14.0	Maximum	27.8
Valid Observations	13	Missing Observations	0

Oral Presentation Exercise			
Mean	24.400		
Std Dev	4.2320	Minimum	16.2
Range	13.1	Maximum	29.3
Valid Observations	13	Missing Observations	0

**TABLE 5**  
**DESCRIPTIVE STATISTICS FOR THE**  
**WEIGHTED PROFESSIONAL HISTORY/PORTFOLIO SCORES**  
**ENTIRE SAMPLE**

Subgroup	N	Mean	Std Dev	Minimum	Maximum
Total Sample	13	28.9692	3.4352	23.1000	33.0400





## **6. Relationship Between the Selection Procedure and the Job**

The development of the performance-based assessment components is based on the job analysis (see Attachment A) for the position of Police Lieutenant. In the job analysis, tasks that are important to the job were identified and rated by experienced subject matter experts. The dimensions assessed in the performance-based assessment components were linked to the job by SMEs. The components and scoring standards were drafted and reviewed by personnel scientists within the firm of Morris & McDaniel, Inc., who have over sixty (60) years of combined experience assessing law enforcement personnel. The component scoring standards were reviewed and tailored to the DPD by SMEs. The SMEs agreed that the components were relevant to the rank of Police Lieutenant. The SMEs also agreed that the components could elicit behaviors related to the performance-based assessment dimensions. Evidence of the content validity of the performance-based assessment components is provided by the following: the linkages of the tasks to the job, the tasks to the performance based assessment dimensions, and the components and scoring standards to the dimensions, and the SME reviewing the components and scoring standards to be sure that the components are relevant to the rank and can elicit behaviors that relate to the performance based assessment dimensions.

## **7. Alternative Selection Procedures Investigated**

Performance-based Assessments have been shown to be valid predictors of job performance. Gaugler, Rosenthal, Thornton, and Benson's (87) results from meta-analytic analyses report assessment centers' predictive validity coefficient of .37.

In Dr. Robert Guion's text, he explains that the search for alternatives does not apply to content validation.

## **8. Uses and Applications**

The Promotional Process had a maximum value of 100 points. The Portfolio Exercise had a maximum value of 35 points and the performance-based assessment exercises had a maximum value of 65 points. The Situational Exercise, In-Basket Exercise, and Oral Presentation Exercise each had a maximum value of 21.6667 points. Each exercise score was converted using the following direct conversion formulas:

$$\begin{aligned} &(\text{Situational Exercise Score} \div 35) * 21.6667 \\ &(\text{In-Basket Exercise Score} \div 35) * 21.6667 \\ &(\text{Oral Presentation Exercise Score} \div 35) * 21.6667 \end{aligned}$$



The three (3) converted exercise scores were summed to provide a weighted performance based assessment overall score.

## **9. CONTACT PERSON**

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Morris & McDaniel, Inc.  
117 South Saint Asaph Street  
Alexandria, Virginia 22314  
(703) 836-3600

## **10. ACCURACY AND COMPLETENESS**

In order to ensure accuracy and completeness in collection, analysis and report of data and results, the following procedures were followed:

1. Experienced professionals were used to direct the development of the exercises.
2. The procedures to guide development are standard procedures that are in accordance with generally-accepted professional standards.
3. The job-related situations in the performance-based assessment exercises were developed by experienced personnel scientists. The exercises and scoring standards were reviewed and approved by experienced subject matter experts from the DPD.
4. All three (3) assessors on the Assessment Council completed assessor rating forms. The three (3) forms were compared to ensure that the correct scores were documented.
5. The scores entered in the database were triple checked against the assessor rating forms to ensure the correct scores were used in the analyses.



## ATTACHMENT A

### POLICE LIEUTENANT JOB ANALYSIS REPORT

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**ATTACHMENT B**

**POLICE LIEUTENANT  
CANDIDATE ORIENTATION GUIDE**

**SAMPLE**



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## ATTACHMENT C

### POLICE LIEUTENANT ASSESSOR MANUAL

SAMPLE



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## ATTACHMENT D

Job Description provided  
by O\*Net, Dictionary of Occupational Titles

SAMPLE



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## **33-1012.00 - First-Line Supervisors/Managers of Police and Detectives**

Supervise and coordinate activities of members of police force.

### **Tasks**

- Explain police operations to subordinates to assist them in performing their job duties.
- Inform personnel of changes in regulations and policies, implications of new or amended laws, and new techniques of police work.
- Supervise and coordinate the investigation of criminal cases, offering guidance and expertise to investigators, and ensuring that procedures are conducted in accordance with laws and regulations.
- Investigate and resolve personnel problems within organization and charges of misconduct against staff.
- Train staff in proper police work procedures.
- Maintain logs, prepare reports, and direct the preparation, handling, and maintenance of departmental records.
- Monitor and evaluate the job performance of subordinates, and authorize promotions and transfers.
- Direct collection, preparation, and handling of evidence and personal property of prisoners.
- Develop, implement and revise departmental policies and procedures.
- Conduct raids and order detention of witnesses and suspects for questioning.

### **Tools & Technology**

**Tools** used in this occupation:

**Handcuffs** — Metal handcuffs; Plastic handcuffs

**Handguns** — Semiautomatic handguns; Semiautomatic pistols; Service revolvers

**Notebook computers** — Laptop computers; Mobile data computers

**Police vehicles** — Police motorcycles; Police patrol cars

**Two way radios** — Base station radios

**Technology** used in this occupation:



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**Charting software** — Microsoft Office Visio

**Data base user interface and query software** — Integrated Automated Fingerprint Identification System IAFIS; National Crime Information Center NCIC database; National Integrated Ballistics Information Network NIBIN; Spillman Technologies Records Management

**Graphics or photo imaging software** — Computer aided composite drawing software; DesignWare 3D EyeWitness; SmartDraw Legal; The CAD Zone The Crime Zone

**Office suite software** — Microsoft Office

**Word processing software** — Corel WordPerfect; Microsoft Word

## **Knowledge**

**Law and Government** — Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.

**Public Safety and Security** — Knowledge of relevant equipment, policies, procedures, and strategies to promote effective local, state, or national security operations for the protection of people, data, property, and institutions.

**English Language** — Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

**Education and Training** — Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.

**Administration and Management** — Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.

**Psychology** — Knowledge of human behavior and performance; individual differences in ability, personality, and interests; learning and motivation; psychological research methods; and the assessment and treatment of behavioral and affective disorders.

**Customer and Personal Service** — Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

**Personnel and Human Resources** — Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.

**Telecommunications** — Knowledge of transmission, broadcasting, switching, control, and operation of telecommunications systems.





**Computers and Electronics** — Knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming.

## **Skills**

**Judgment and Decision Making** — Considering the relative costs and benefits of potential actions to choose the most appropriate one.

**Active Listening** — Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

**Management of Personnel Resources** — Motivating, developing, and directing people as they work, identifying the best people for the job.

**Critical Thinking** — Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Speaking** — Talking to others to convey information effectively.

**Writing** — Communicating effectively in writing as appropriate for the needs of the audience.

**Reading Comprehension** — Understanding written sentences and paragraphs in work related documents.

**Coordination** — Adjusting actions in relation to others' actions.

**Time Management** — Managing one's own time and the time of others.

**Negotiation** — Bringing others together and trying to reconcile differences.

## **Abilities**

**Oral Expression** — The ability to communicate information and ideas in speaking so others will understand.

**Inductive Reasoning** — The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).

**Deductive Reasoning** — The ability to apply general rules to specific problems to produce answers that make sense.

**Oral Comprehension** — The ability to listen to and understand information and ideas presented through spoken words and sentences.

**Problem Sensitivity** — The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.

**Speech Clarity** — The ability to speak clearly so others can understand you.

**Written Comprehension** — The ability to read and understand information and ideas



presented in writing.

**Information Ordering** — The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).

**Speech Recognition** — The ability to identify and understand the speech of another person.

**Written Expression** — The ability to communicate information and ideas in writing so others will understand.

## **Work Activities**

**Making Decisions and Solving Problems** — Analyzing information and evaluating results to choose the best solution and solve problems.

**Communicating with Supervisors, Peers, or Subordinates** — Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

**Operating Vehicles, Mechanized Devices, or Equipment** — Running, maneuvering, navigating, or driving vehicles or mechanized equipment, such as forklifts, passenger vehicles, aircraft, or water craft.

**Performing for or Working Directly with the Public** — Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.

**Guiding, Directing, and Motivating Subordinates** — Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.

**Resolving Conflicts and Negotiating with Others** — Handling complaints, settling disputes, and resolving grievances and conflicts, or otherwise negotiating with others.

**Documenting/Recording Information** — Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.

**Getting Information** — Observing, receiving, and otherwise obtaining information from all relevant sources.

**Training and Teaching Others** — Identifying the educational needs of others, developing formal educational or training programs or classes, and teaching or instructing others.

**Coaching and Developing Others** — Identifying the developmental needs of others and coaching, mentoring, or otherwise helping others to improve their knowledge or skills.



## Work Context

**Telephone** — How often do you have telephone conversations in this job?

**In an Enclosed Vehicle or Equipment** — How often does this job require working in a closed vehicle or equipment (e.g., car)?

**Face-to-Face Discussions** — How often do you have to have face-to-face discussions with individuals or teams in this job?

**Frequency of Decision Making** — How frequently is the worker required to make decisions that affect other people, the financial resources, and/or the image and reputation of the organization?

**Outdoors, Exposed to Weather** — How often does this job require working outdoors, exposed to all weather conditions?

**Deal With External Customers** — How important is it to work with external customers or the public in this job?

**Impact of Decisions on Co-workers or Company Results** — How do the decisions an employee makes impact the results of co-workers, clients or the company?

**Importance of Being Exact or Accurate** — How important is being very exact or highly accurate in performing this job?

**Contact With Others** — How much does this job require the worker to be in contact with others (face-to-face, by telephone, or otherwise) in order to perform it?

**Responsible for Others' Health and Safety** — How much responsibility is there for the health and safety of others in this job?

## Job Zone

**Title** Job Zone Four: Considerable Preparation Needed

**Overall Experience** A minimum of two to four years of work-related skill, knowledge, or experience is needed for these occupations. For example, an accountant must complete four years of college and work for several years in accounting to be considered qualified.

**Job Training** Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.

**Job Zone Examples** Many of these occupations involve coordinating, supervising, managing, or training others. Examples include accountants, human resource managers, computer programmers, teachers, chemists, and police detectives.

**SVP Range** (7.0 to < 8.0)

**Education** Most of these occupations require a four - year bachelor's degree, but



some do not.

## Interests

Interest code: **ESR**

**Enterprising** — Enterprising occupations frequently involve starting up and carrying out projects. These occupations can involve leading people and making many decisions. Sometimes they require risk taking and often deal with business.

**Social** — Social occupations frequently involve working with, communicating with, and teaching people. These occupations often involve helping or providing service to others.

**Realistic** — Realistic occupations frequently involve work activities that include practical, hands-on problems and solutions. They often deal with plants, animals, and real-world materials like wood, tools, and machinery. Many of the occupations require working outside, and do not involve a lot of paperwork or working closely with others.

## Work Styles

**Integrity** — Job requires being honest and ethical.

**Stress Tolerance** — Job requires accepting criticism and dealing calmly and effectively with high stress situations.

**Dependability** — Job requires being reliable, responsible, and dependable, and fulfilling obligations.

**Self Control** — Job requires maintaining composure, keeping emotions in check, controlling anger, and avoiding aggressive behavior, even in very difficult situations.

**Adaptability/Flexibility** — Job requires being open to change (positive or negative) and to considerable variety in the workplace.

**Attention to Detail** — Job requires being careful about detail and thorough in completing work tasks.

**Leadership** — Job requires a willingness to lead, take charge, and offer opinions and direction.

**Initiative** — Job requires a willingness to take on responsibilities and challenges.

**Cooperation** — Job requires being pleasant with others on the job and displaying a good-natured, cooperative attitude.

**Independence** — Job requires developing one's own ways of doing things, guiding oneself with little or no supervision, and depending on oneself to get things done.



## Work Values

**Achievement** — Occupations that satisfy this work value are results oriented and allow employees to use their strongest abilities, giving them a feeling of accomplishment. Corresponding needs are Ability Utilization and Achievement.

**Independence** — Occupations that satisfy this work value allow employees to work on their own and make decisions. Corresponding needs are Creativity, Responsibility and Autonomy.

**Recognition** — Occupations that satisfy this work value offer advancement, potential for leadership, and are often considered prestigious. Corresponding needs are Advancement, Authority, Recognition and Social Status.

## Related Occupations

- 11-3071.02 Storage and Distribution Managers InDemand
- 11-9051.00 Food Service Managers InDemand
- 11-9081.00 Lodging Managers InDemand
- 23-1023.00 Judges, Magistrate Judges, and Magistrates
- 33-1021.01 Municipal Fire Fighting and Prevention Supervisors InDemand
- 33-1021.02 Forest Fire Fighting and Prevention Supervisors InDemand
- 33-3052.00 Transit and Railroad Police
- 39-9032.00 Recreation Workers InDemand
- 53-6051.07 Transportation Vehicle, Equipment and Systems Inspectors, Except Aviation

